

Technical Assistance in the Development of Public Service Standard Operating Procedures (SOPs) for Pejeng Village, Gianyar Regency

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Abstract

High-quality public services are a key indicator of effective village governance. However, the Government of Pejeng Village, Gianyar Regency, continues to face challenges due to the absence of well-documented and systematic Standard Operating Procedures (SOPs) for public service delivery. Consequently, service provision largely depends on individual practices of village officials, leading to inconsistencies, limited transparency, and uncertainty in service procedures. This community service program aimed to enhance the capacity of village officials in developing public service SOPs while producing a practical SOP document to serve as an official guideline for delivering public services. The program employed a participatory, educational, and collaborative approach, consisting of coordination, service identification, service flow mapping, socialization, training, technical assistance in SOP development, validation, and evaluation. Throughout the process, village officials actively participated as the primary partners to ensure that the resulting SOP reflected the actual needs and operational context of the village administration. The outcomes demonstrated an improvement in officials' understanding of public service principles and SOP development techniques, the successful preparation of a comprehensive public service SOP document covering service workflows, administrative requirements, service standards, and processing times, as well as a stronger commitment among village officials to deliver services that are more effective, transparent, accountable, and citizen-oriented. This program is expected to serve as a best-practice model for strengthening public service governance that can be replicated by other villages in supporting bureaucratic reform and improving the quality of village public services.

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1. INTRODUCTION

Public service is one of the fundamental functions of village government in fulfilling the administrative, social, and civil needs of the community. As the closest level of government to citizens, village administrations are expected to provide services that are efficient, transparent, accountable, equitable, and responsive to public needs. In this context, the existence of Standard Operating Procedures (SOPs) is essential to ensure that every public service is delivered through standardized workflows, clear administrative requirements, defined processing times, and well-established responsibilities. SOPs serve not merely as administrative documents but also as practical management tools that promote consistency, effectiveness, and accountability in public service delivery [1], [4].

The implementation of this community service program is considered essential because the Government of Pejeng Village, Gianyar Regency, continues to experience challenges in managing public service delivery. Based on the preliminary assessment conducted prior to this program, public services in Pejeng Village are still predominantly carried out using conventional work practices that rely heavily on the individual experience and discretion of village officials. Such conditions create inconsistencies in service delivery, unequal treatment among service users, and uncertainty regarding service procedures and completion times. Furthermore, the absence of formally documented SOPs has limited public access to clear information concerning administrative requirements, service procedures, and service completion standards, thereby reducing transparency and accountability in public administration. These conditions indicate the urgent need to strengthen the institutional capacity of village officials through the development of standardized operational procedures that are responsive to the actual needs of the village administration.

The partner institution involved in this community engagement program faces five major issues. First, public service SOPs have not yet been systematically developed and documented. Second, public services continue to rely primarily on individual work habits rather than standardized procedures. Third, village officials possess limited knowledge and technical skills regarding SOP development. Fourth, there is inadequate documentation of service workflows, administrative requirements, and service completion standards. Finally, these conditions increase the likelihood of public dissatisfaction resulting from uncertainty in service procedures and delivery time. Therefore, the primary research question underlying this community service activity is how to strengthen the capacity of village officials in developing standardized public service SOPs while producing practical and implementable SOP documents that improve transparency, accountability, and service quality.

Previous studies have consistently emphasized that high-quality public services require clearly established operational standards to ensure effectiveness, efficiency, accountability, and consistency [5], [6]. Law Number 25 of 2009 concerning Public Services explicitly requires every public institution to establish service standards as a reference for delivering public services [1]. Likewise, Law Number 6 of 2014 concerning Villages assigns village governments the responsibility to provide quality public services to local communities [2]. Moreover, the Regulation of the Minister for Administrative and Bureaucratic Reform Number 35 of 2012 identifies SOPs as a strategic administrative instrument for creating systematic, measurable, and evaluable government work processes [4]. Despite the existence of these regulatory frameworks, many village governments continue to experience difficulties in translating legal requirements into operational procedures that can be consistently implemented.

Addressing these challenges is particularly urgent because the Government of Pejeng Village requires an integrated public service management system capable of improving organizational performance and public satisfaction. Without standardized SOPs, public services become difficult to monitor, evaluate, and continuously improve due to the absence of measurable operational benchmarks. Consequently, this community service program proposes a participatory, educational, and collaborative mentoring model that includes service identification, workflow mapping, capacity-building workshops, technical assistance in SOP development, document validation, and implementation evaluation. Through this comprehensive approach, village officials are expected to acquire both conceptual understanding and practical competence in developing and implementing SOPs independently.

The novelty of this community service program lies in its integrated mentoring model, which extends beyond the production of SOP documents by emphasizing institutional capacity building and knowledge transfer. Unlike many previous community service programs that primarily focus on producing administrative outputs, this program actively involves village officials throughout the entire process—from problem identification and service mapping to SOP drafting, validation, and implementation. Consequently, the resulting SOPs are not imposed through a top-down approach but are developed based on the actual operational needs and organizational

characteristics of Pejeng Village. Furthermore, this program integrates the principles of public administration, good governance, and procedural management into a practical framework for strengthening village public services. This integrated approach is expected to produce sustainable improvements in service consistency, transparency, accountability, and citizen satisfaction while providing a replicable model for enhancing public service governance in other villages across Indonesia.

2. IMPLEMENTATION METHOD

This community service program employed a participatory mentoring approach to strengthen the institutional capacity of Pejeng Village officials in developing and implementing Standard Operating Procedures (SOPs) for public service delivery. Mentoring was selected as the primary implementation strategy because it enables knowledge transfer, skills enhancement, and organizational learning through direct interaction between the community service team and the program participants. Unlike conventional training, mentoring encourages participants to become actively involved throughout the entire process of identifying problems, developing solutions, and implementing improvements, thereby fostering sustainable institutional capacity development [5], [6].

The program was conducted at the Pejeng Village Office, Gianyar Regency, Bali, Indonesia. The partner institution consisted of the Pejeng Village Government, involving the Village Head, Village Secretary, heads of administrative sections, heads of service units, village administrative staff, and other personnel responsible for public service administration. The participation of all village officials was considered essential because SOP implementation requires organizational commitment rather than individual compliance. Every organizational unit within the village administration contributes to the delivery of public services; therefore, involving all administrative personnel ensured that the resulting SOPs reflected the actual operational conditions and service characteristics of each unit.

The implementation method was designed based on the principles of participation, collaboration, education, and capacity building, which are widely recognized as effective approaches in community engagement programs [7], [8]. These principles emphasize that sustainable institutional improvement can only be achieved when stakeholders actively participate in identifying organizational problems, developing appropriate solutions, and implementing agreed improvements. Consequently, village officials were not merely recipients of knowledge but became active contributors throughout the mentoring process. The implementation process consisted of six sequential stages.

Stage 1. Preliminary Observation

The first stage involved conducting a preliminary observation to understand the existing condition of public service administration in Pejeng Village. This observation focused on identifying administrative workflows, service procedures, organizational structures, document management systems, and existing administrative practices. Direct observation enabled the community service team to obtain comprehensive information regarding how public services were delivered and to identify administrative gaps requiring immediate improvement.

Observation also examined whether each public service had documented procedures, standardized administrative requirements, designated processing times, and clearly defined responsibilities. The findings indicated that most administrative services relied heavily on individual work habits rather than standardized operational guidelines. Similar findings have been reported in previous studies, which emphasize that the absence of standardized administrative procedures often results in inconsistent service quality and limited organizational accountability [6], [9].

Stage 2. Problem Identification and Needs Assessment

Following the observation stage, a comprehensive problem identification and needs assessment was conducted through interviews and group discussions involving village officials. The objective of this stage was to identify priority issues affecting public service delivery while ensuring that the proposed solutions corresponded to the actual needs of the partner institution.

The assessment identified several major challenges, including the absence of documented SOPs, inconsistent administrative procedures among service units, limited understanding of SOP preparation techniques, insufficient documentation of service workflows, and limited public access to information regarding administrative requirements and service completion standards. These findings are consistent with the concept of public service governance proposed by Dwiyanto [5], which emphasizes that standardized administrative systems constitute one of the key determinants of service quality and organizational accountability.

The results of this assessment became the primary basis for designing the mentoring materials and determining the scope of SOP development.

Stage 3. Preparation of Mentoring Materials

The third stage consisted of preparing educational and technical materials that would be delivered during the mentoring sessions. The materials were developed by integrating national regulations concerning public services and village governance with contemporary concepts of public administration and organizational management.

The mentoring materials covered several topics, including the principles of public service, legal foundations of SOP development, organizational governance, public accountability, administrative transparency, service workflow mapping, SOP writing techniques, document standardization, and practical examples of village public service SOPs. These materials were prepared in accordance with Law Number 25 of 2009 concerning Public Services [1], Law Number 6 of 2014 concerning Villages [2], Government Regulation Number 96 of 2012 [3], and the Regulation of the Minister for Administrative and Bureaucratic Reform Number 35 of 2012 concerning Government Administrative SOPs [4].

The preparation of these materials ensured that all mentoring activities were based on nationally recognized administrative standards while remaining adaptable to the organizational context of Pejeng Village.

Stage 4. Mentoring and Technical Assistance

The mentoring stage represented the core activity of the community service program. During this stage, the community service team facilitated interactive discussions, technical consultations, practical exercises, and collaborative workshops aimed at enabling village officials to prepare their own SOP documents.

Rather than providing ready-made SOP templates, the mentoring process encouraged participants to identify each type of public service, map service workflows, determine administrative requirements, define responsible officers, establish service completion times, and formulate standardized procedures based on the actual operational conditions within the village administration.

Each organizational unit was guided to prepare SOP documents corresponding to its administrative responsibilities. Draft SOPs were continuously reviewed through group discussions involving village officials and the mentoring team to ensure consistency with existing regulations and administrative practices.

This participatory mentoring approach encouraged organizational learning because village officials became directly involved in producing institutional knowledge rather than simply receiving administrative instructions. Such collaborative learning has been widely recognized as an effective strategy for strengthening organizational capacity in public institutions [10], [11].

Stage 5. Data Collection Techniques

Data were collected using qualitative techniques consisting of observation, semi-structured interviews, and documentation.

Observation was employed throughout the implementation process to examine organizational behavior, administrative workflows, participant engagement, and changes occurring during the mentoring activities.

Semi-structured interviews were conducted with village leaders, administrative personnel, and staff members to explore their perceptions regarding public service management, organizational challenges, and expectations for SOP implementation. This interview technique allowed participants to explain organizational issues in greater depth while enabling the research team to clarify important findings whenever necessary.

Documentation served as an additional source of evidence supporting both the implementation process and program outcomes. The documentation included organizational documents, administrative records, service forms, activity reports, attendance lists, photographs, draft SOPs, and finalized SOP documents. These documents were used to validate observational findings and interview results through triangulation, thereby enhancing the credibility of the evaluation process [12].

Stage 6. Evaluation of Program Success

Program evaluation was conducted to determine whether the mentoring activities successfully improved the administrative capacity of Pejeng Village officials. The evaluation focused not only on the availability of SOP documents but also on behavioral and organizational changes resulting from the mentoring process.

The evaluation employed several indicators. The first indicator measured participants' understanding of public service principles and SOP development techniques. The second indicator assessed participants' practical ability to independently prepare SOP documents according to national administrative standards. The third indicator evaluated behavioral changes reflected in the increased consistency of administrative practices and the commitment of village officials to implementing standardized procedures.

Institutional outcomes were also assessed by examining whether every organizational unit under the Pejeng Village Government possessed organized and documented SOPs corresponding to its administrative functions. The successful organization of administrative documents across village institutions served as tangible evidence that the mentoring activities had improved administrative governance.

Furthermore, the sustainability of the program was evaluated based on the commitment of village officials to continuously update SOP documents whenever organizational or regulatory changes occur. This sustainability aspect is particularly important because effective SOP implementation requires continuous institutional adaptation rather than one-time document preparation [4], [8].

Overall, the mentoring-based implementation method successfully integrated participatory learning, organizational capacity building, and administrative standardization into a comprehensive community service model. Beyond producing SOP documents, the program strengthened the knowledge, technical competencies, and professional attitudes of village officials toward accountable, transparent, and citizen-oriented public service governance. Consequently, the implementation model developed in this community service program has the potential to serve as a replicable framework for strengthening administrative governance in other village governments facing similar institutional challenges.

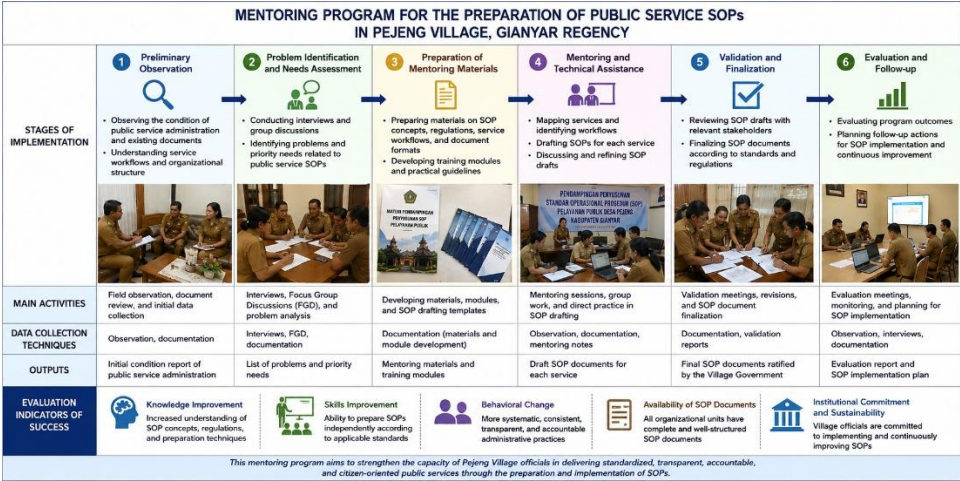


Figure 1. Documentation of the Assistance Activities

3. RESULTS AND DISCUSSION

In this section, the results of the research are explained and a comprehensive discussion is given. Results can be presented in the form of figures, graphs, tables and others that make readers easy to understand [2, 5]. The discussion can be done in several sub-chapters.

a. Research Results

2.1.1 Implementation of the Public Service SOP Mentoring Program

The community service program was successfully implemented at the Pejeng Village Office, Gianyar Regency, involving 30 participants, consisting of 22 village officials and 8 administrative employees who are directly responsible for providing public administrative services. The participants represented various organizational units within the village government, including the Village Head, Village Secretary, section heads, administrative staff, and supporting personnel. Their involvement reflected the institutional commitment of the Pejeng Village Government to strengthening public service governance through administrative standardization.

The mentoring program was carried out through a series of integrated activities beginning with preliminary observation, identification of administrative problems, preparation of mentoring materials, technical assistance in SOP development, and evaluation of the completed documents. During the initial observation, the community service team found that most administrative services were still conducted based on individual experience and routine practices rather than standardized written procedures. Consequently, differences in service implementation, administrative documentation, and service completion time frequently occurred across different organizational units.

Following the observation stage, an interactive needs assessment was conducted through discussions and interviews with village officials. The assessment revealed that village personnel understood the importance of improving service quality but had limited knowledge regarding the principles and techniques of preparing Standard Operating Procedures (SOPs). Furthermore, many administrative activities had never been formally documented despite being routinely implemented for years. This condition created institutional dependency on individual officers and increased the risk of knowledge loss whenever personnel changes occurred. These findings are consistent with previous studies emphasizing that the absence of standardized administrative procedures weakens institutional memory and reduces organizational effectiveness [5], [6].

Based on these findings, the mentoring activities focused on improving participants' understanding of public service governance and practical SOP preparation. Educational sessions introduced the legal foundations of public services, the importance of administrative standardization, principles of good governance, and national guidelines for preparing government administrative SOPs [1]–[4]. The mentoring process combined lectures, interactive discussions, case studies, group exercises, and direct technical assistance to ensure that participants could immediately apply the concepts being introduced.

One of the most important activities involved mapping all administrative services provided by the Pejeng Village Government. Each organizational unit identified its primary public services, documented administrative requirements, determined service workflows, assigned responsible personnel, established service completion standards, and prepared draft SOPs corresponding to their respective duties. Rather than receiving standardized templates, participants actively developed SOP documents based on their own operational conditions under the supervision of the community service team. This participatory approach encouraged active learning and strengthened institutional ownership of the resulting SOP documents.

Throughout the mentoring sessions, participants demonstrated significant enthusiasm and active participation. Group discussions enabled village officials from different organizational units to exchange experiences regarding administrative challenges while collaboratively designing standardized service procedures. The collaborative atmosphere also strengthened communication among administrative units, contributing to a more integrated public service management system within the village government.

At the end of the mentoring activities, each organizational unit successfully completed draft SOP documents covering the administrative services under its responsibility. These documents were subsequently reviewed and refined jointly by the mentoring team and village officials to ensure consistency with applicable regulations and practical implementation requirements. The completed SOP documents included service objectives, administrative requirements, workflow diagrams, responsible personnel, service standards, estimated completion times, and documentation procedures.

The mentoring program produced noticeable improvements in participants' knowledge and administrative skills. Village officials demonstrated a better understanding of the importance of standardized public services and became capable of independently developing SOP documents according to government administrative standards. More importantly, the mentoring activities promoted behavioral changes among participants by encouraging more systematic, transparent, accountable, and coordinated administrative practices. Administrative activities that had previously relied on personal experience were gradually transformed into standardized institutional procedures supported by written documentation.

Another important achievement of this community service program was the establishment of documented administrative knowledge that can be transferred to future village officials and employees. The availability of written SOPs ensures that organizational knowledge is preserved despite staff turnover, thereby strengthening institutional continuity and improving long-term governance performance. Consequently, the mentoring activities contributed not only to administrative standardization but also to institutional sustainability within the Pejeng Village Government.

2.1.2 Outputs of the Community Service Program

The principal output of this community service program was the successful preparation of standardized Public Service Standard Operating Procedures (SOPs) for the Pejeng Village Government. The SOPs serve as official administrative guidelines for village officials in delivering consistent, transparent, accountable, and citizen-oriented public services. The documents are expected to become permanent administrative references that can be continuously updated in response to organizational or regulatory changes.

The SOP documents produced during the mentoring program encompass several administrative functions carried out by the Pejeng Village Government. Each SOP was developed based on the characteristics of the corresponding public service, including service objectives, administrative requirements, operational procedures, responsible personnel, service completion standards, and supporting documentation. By standardizing these administrative components, the village government now possesses a more structured administrative system capable of ensuring consistency in public service delivery across different organizational units.

Another important output of the program was the increased administrative awareness demonstrated by village officials and administrative staff. Throughout the mentoring activities, participants showed a growing understanding that SOPs should not be regarded merely as administrative documents prepared to satisfy regulatory requirements. Instead, they recognized SOPs as practical management instruments that facilitate coordination, clarify individual responsibilities, reduce procedural ambiguity, and improve the overall quality of public services. This change in perception represents an important institutional achievement because it encourages the sustainable implementation of standardized administrative practices.

The mentoring activities also generated positive responses from the participants. During the technical assistance sessions, village officials actively participated in discussions, contributed practical suggestions based on their daily administrative experiences, and collaborated in refining the SOP documents. Many participants expressed that the mentoring process provided them with a clearer understanding of systematic administrative procedures and increased their confidence in managing public service activities according to standardized operational guidelines. Such positive engagement reflects the relevance of the mentoring program to the actual administrative needs of the Pejeng Village Government.

From an organizational perspective, the availability of written SOPs contributes significantly to improving administrative order within the village office. Administrative activities that were previously dependent on verbal instructions, individual work habits, or institutional memory are now supported by formally documented procedures. This condition is expected to minimize inconsistencies among service providers, facilitate internal supervision, and ensure that administrative services continue effectively despite future personnel changes. Consequently, the SOPs function not only as operational documents but also as institutional assets that preserve organizational knowledge for future generations of village officials and employees.

Another tangible output observed during the implementation process was the improvement in participants' technical competencies related to administrative governance. Village officials became capable of identifying service processes, mapping administrative workflows, preparing procedural documentation, and organizing service standards according to national administrative regulations. These competencies constitute valuable organizational resources that may support future administrative innovations and continuous quality improvement initiatives within the village government.

Furthermore, the mentoring activities strengthened collaboration among different organizational units within the Pejeng Village Office. The preparation of SOPs required continuous communication among village officials responsible for interconnected administrative services. This collaborative process encouraged greater coordination, reduced overlapping administrative responsibilities, and promoted a shared understanding regarding standardized service delivery. Such institutional collaboration is expected to improve organizational effectiveness while creating a stronger culture of teamwork in the village administration.

Beyond the institutional outputs, this community service program generated academic outputs through the preparation of a scientific manuscript for publication in a SINTA 4 accredited Community Service Journal (*Jurnal Abdimas*) published by Akbid Lombok. The dissemination of this community service experience through scientific publication is expected to contribute to the broader development of public administration practices, particularly in strengthening village governance through participatory SOP development. Furthermore, the documentation of this mentoring model provides an evidence-based reference that may be adapted and replicated by other village governments seeking to improve public service quality, strengthen administrative governance, and enhance institutional capacity through community engagement initiatives.

Finally, the overall outputs of this community service program demonstrate that mentoring-based capacity building can generate both tangible outputs, such as standardized SOP documents, and intangible outcomes, including improved administrative competencies, enhanced organizational commitment, stronger interdepartmental collaboration, and greater awareness of good governance principles. These achievements provide a solid foundation for the Pejeng

Village Government to continuously improve the quality of public services while ensuring that administrative knowledge is systematically documented, institutionalized, and sustained over time.

2.2 Discussion

The findings of this community service program demonstrate that the mentoring approach was effective in strengthening the administrative capacity of village officials in preparing and implementing Standard Operating Procedures (SOPs) for public service delivery. Beyond producing formal administrative documents, the program successfully encouraged organizational learning, improved participants' understanding of standardized public service management, and promoted positive behavioral changes toward more accountable and transparent administrative practices. These findings indicate that institutional strengthening should not merely focus on producing written regulations but also on developing the competencies and commitment of human resources responsible for implementing those regulations.

One of the most significant findings of this program is the improvement in participants' awareness of the importance of SOPs as an institutional management instrument rather than merely an administrative requirement. Prior to the mentoring activities, many village officials perceived administrative procedures as routine activities based on experience and organizational habits. However, after participating in the mentoring sessions, participants recognized that SOPs function as organizational knowledge capable of ensuring service consistency, reducing administrative errors, and preserving institutional memory. This transformation demonstrates that capacity-building activities emphasizing participatory learning are more likely to produce sustainable organizational change than conventional lecture-based training.

These findings support the theory of public service management proposed by Ratminto and Winarsih [6], who argue that standardized operational procedures improve service quality by ensuring consistency, efficiency, accountability, and legal certainty. Similarly, Dwiyanto [5] explains that bureaucratic reform requires administrative systems capable of minimizing discretionary practices while strengthening organizational accountability. The availability of written SOPs in Pejeng Village contributes directly to these objectives by providing clear guidance for every stage of public service delivery.

The success of the mentoring program can also be explained through the perspective of organizational learning. According to Osborne [8], effective public governance is achieved not only through regulatory compliance but also through collaborative learning involving multiple stakeholders. Throughout this program, village officials actively participated in identifying administrative problems, mapping service processes, and drafting SOPs based on actual organizational practices. Such collaborative participation strengthened participants' sense of ownership toward the resulting SOP documents, thereby increasing their willingness to implement standardized procedures in daily administrative activities.

Another important factor contributing to the program's success was the participatory mentoring strategy. Unlike conventional technical assistance, where experts prepare administrative documents independently, this program encouraged village officials to formulate SOPs collaboratively. Such an approach allowed participants to integrate practical experience with administrative standards, producing SOPs that were technically feasible and institutionally acceptable. This finding is consistent with the governance principles promoted by the United Nations Development Programme (UNDP), which emphasize participation, transparency, accountability, and institutional capacity as fundamental components of sustainable public governance [10].

The findings are also consistent with previous studies examining administrative capacity development within local governments. Hardiansyah [9] reported that standardized administrative procedures significantly improve service quality by reducing uncertainty and increasing public confidence in government institutions. Likewise, Sinambela [7] argued that public service reform should prioritize organizational capacity development rather than focusing exclusively on regulatory compliance. In the present program, improvements were observed not only in the

preparation of SOP documents but also in participants' understanding of systematic administrative governance, indicating that mentoring effectively addressed both technical and behavioral dimensions of organizational reform.

Compared with previous community service programs focusing on SOP development, this program demonstrates several distinctive characteristics. Many existing mentoring activities primarily concentrate on producing administrative documents within a relatively short implementation period. In contrast, the present program emphasized continuous knowledge transfer, participatory problem-solving, collaborative document preparation, and institutional commitment. Consequently, the resulting SOPs reflected actual service conditions rather than generic administrative templates. This participatory model represents an important innovation because organizational sustainability depends largely on the ability of institutions to internalize administrative knowledge rather than merely adopting externally prepared documents.

The practical implications of this community service program are substantial for village governance. First, the availability of standardized SOPs provides clear operational guidance for village officials responsible for delivering administrative services. Second, standardized procedures facilitate organizational coordination by clearly defining responsibilities, service workflows, and completion standards. Third, documented SOPs preserve institutional knowledge that can be transferred to newly appointed officials, thereby reducing organizational dependency on individual experience. Finally, standardized administrative procedures contribute to improved transparency and accountability, allowing citizens to understand service requirements, processing times, and administrative responsibilities more clearly. These practical outcomes directly support the implementation of Law Number 25 of 2009 concerning Public Services and Law Number 6 of 2014 concerning Villages, both of which emphasize the importance of quality public service governance [1], [2].

Despite these positive outcomes, several limitations should be acknowledged. The first limitation concerns the relatively limited duration of the mentoring activities. Developing organizational culture and changing administrative behavior require continuous assistance beyond a single community service program. Although participants successfully prepared SOP documents, long-term implementation and institutional adaptation require periodic monitoring and follow-up evaluation.

The second limitation relates to variations in participants' educational backgrounds and administrative competencies. Village officials possessed different levels of experience regarding administrative documentation, making it necessary for the mentoring team to provide individualized technical assistance throughout the program. Consequently, some organizational units required more intensive guidance before producing satisfactory SOP documents.

Another limitation concerns institutional dynamics within village administration. Government regulations, organizational structures, and administrative responsibilities may change over time. Therefore, the SOP documents developed during this program should be regarded as dynamic administrative instruments requiring continuous revision in response to regulatory changes and organizational development. Without periodic updates, SOPs may gradually lose their relevance to evolving administrative practices.

Although these limitations exist, they also provide valuable opportunities for future program development. Continuous mentoring programs could be designed to support SOP implementation, monitor administrative performance, and evaluate service quality after institutional adoption. Future community service activities may also integrate digital governance by developing electronic SOP management systems, online administrative services, and digital document repositories. Such innovations would strengthen administrative efficiency while supporting

Indonesia's ongoing digital transformation agenda within public administration. Furthermore, future programs may expand beyond SOP development toward broader institutional capacity strengthening. Additional mentoring topics could include performance management, service quality measurement, risk management, digital public administration, internal quality assurance, and organizational innovation. These complementary activities would enable village

governments to develop comprehensive administrative management systems aligned with contemporary public governance principles.

Overall, this community service program demonstrates that participatory mentoring represents an effective strategy for strengthening village administrative governance through the development of standardized public service SOPs. The program not only produced tangible administrative outputs but also generated organizational learning, strengthened institutional capacity, and encouraged behavioral changes among village officials. Consequently, the mentoring model developed in this program offers a practical and replicable framework for improving public service governance in other villages experiencing similar administrative challenges. Its emphasis on participation, knowledge transfer, institutional ownership, and sustainability distinguishes it from conventional technical assistance programs and contributes to the broader discourse on community-based governance reform.



Figure 2:
Mentoring Activity: Group Photo with the Official Coordinating the Monitoring Program

4. CONCLUSIONS

This community service program has successfully achieved its primary objective of strengthening the capacity of Pejeng Village officials in developing and implementing Standard Operating Procedures (SOPs) for public service delivery. Through a participatory mentoring approach, village officials acquired both conceptual understanding and practical skills in preparing standardized administrative procedures that comply with the principles of public service governance and applicable government regulations [1], [4]. The mentoring activities also fostered stronger institutional awareness regarding the importance of administrative standardization as a foundation for transparent, accountable, and citizen-oriented public services.

The principal outcome of the program was the successful preparation of public service SOP documents covering various administrative functions within the organizational structure of the Pejeng Village Government. More importantly, the program contributed to strengthening organizational capacity by encouraging behavioral changes among village officials toward more systematic, consistent, and professional administrative practices. The availability of documented SOPs establishes an institutional knowledge base that can be transferred to future village officials and employees, thereby supporting administrative continuity and improving the sustainability of village governance.

From a practical perspective, this community service activity provides a valuable model for improving administrative governance at the village level. The mentoring approach demonstrates that collaborative capacity-building activities are more effective when village officials actively participate in identifying administrative problems, developing operational procedures, and

implementing organizational improvements. Consequently, the resulting SOPs are more relevant to local administrative conditions and have greater potential for long-term implementation.

The community service team recommends that the Pejeng Village Government institutionalize the developed SOPs through formal village regulations or administrative decrees, conduct periodic evaluations of SOP implementation, and regularly update the documents in response to changes in regulations or organizational structures. Continuous internal training should also be provided to newly appointed village officials to ensure the sustainability of standardized administrative practices.

For future community service programs, the mentoring model may be expanded to include digital public service management, electronic document administration, performance evaluation systems, and integrated service information systems. Such follow-up initiatives are expected to strengthen village administrative governance further while supporting ongoing bureaucratic reform and improving the quality of public services for the community [5]–[8].

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