

EMPOWERING EFFECTIVE ADMINISTRATION: CAPACITY BUILDING AT LAZISNU TUBAN, EAST JAVA

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ABSTRACT

This paper discusses the Empowering Effective Administration: Capacity Building at Lazisnu Tuban East Java, aimed at enhancing the administrative capabilities of Lazisnu Tuban, a local community-based organization. The primary focus was to improve organizational efficiency, transparency, and accountability by implementing targeted training, developing Standard Operating Procedures (SOPs), and providing mentoring to staff. The community service was directed toward staff members at Lazisnu Tuban, empowering them with administrative tools and leadership skills. The project utilized a participatory approach, involving staff in the creation and implementation of SOPs to encourage ownership and foster local leadership. Through workshops and mentorship, it successfully improved administrative practices and staff competencies. The findings indicated that the initiative led to a more organized and efficient system, as well as the development of new leaders within the organization. These results demonstrate how capacity building within community organizations can lead to lasting social change, contributing to the broader development of local leadership and effective service delivery.

Keywords: *Community Empowerment, Effective Administration, Capacity Building, Lazisnu Tuban*

I. INTRODUCTION

Lazisnu Tuban, a branch of the Nahdlatul Ulama (NU) organization, plays a central role in the socio-economic development of the Tuban region in East Java, Indonesia. As a philanthropic institution, Lazisnu Tuban is dedicated to advancing the welfare of its community by focusing on key areas such as education, healthcare, poverty alleviation, and social justice. However, despite its significant potential to impact local communities, the organization faces critical challenges related to administrative inefficiency, which impacts its ability to deliver programs effectively and meet the needs of the people it serves.

The administrative issues within Lazisnu Tuban stem from a combination of factors, including limited resources, inadequate staff training, and the absence of standardized procedures for managing programs. These challenges hinder the organization's ability to effectively allocate resources, track progress, and maintain transparent communication within its structure. This is particularly evident in the management of funds, where a lack of financial management capacity has led to delays in program implementation and inconsistent reporting.

The importance of administrative efficiency in nonprofit organizations is well-documented in the literature. Nonprofit organizations, especially those focusing on community development, require clear operational frameworks to ensure their sustainability and effectiveness. According to a study by Smith et al. (2020), organizations with streamlined administrative processes and strong internal communication are more likely to meet their programmatic goals and create a positive social impact. Additionally, research by the Nonprofit Management Association (2019) emphasizes that transparent financial reporting and clear accountability structures are crucial for building trust with stakeholders and maximizing the reach of programs. These studies underscore the necessity for capacity building in administrative practices, particularly for organizations like Lazisnu Tuban, which are directly involved in improving the lives of disadvantaged communities.

The choice to focus on Lazisnu Tuban for this capacity-building initiative is driven by the organization's critical role in the local community and the urgency to address its administrative challenges. By enhancing the administrative capabilities of Lazisnu Tuban, the organization will be able to manage its resources more efficiently, improve service delivery, and expand its reach to a larger segment of the population. Furthermore, investing in the training and

development of staff will empower them with the skills and knowledge necessary to sustain these improvements over the long term.

This initiative aims to empower Lazisnu Tuban by providing practical solutions to its administrative challenges through targeted interventions. These interventions will focus on developing standardized operating procedures (SOPs), improving financial management practices, and enhancing internal communication to foster a more cohesive and effective organizational structure. The expected outcome is a more efficient, transparent, and accountable organization that can better serve its community and achieve its development goals.

Ultimately, this community service project seeks to support Lazisnu Tuban in becoming a more effective and sustainable organization, which will lead to increased community engagement, enhanced social impact, and a stronger foundation for future growth. By addressing the administrative gaps, Lazisnu Tuban will be better equipped to fulfill its mission and contribute to the ongoing development of Tuban's socio-economic landscape.

II. METHODOLOGY

The methodology for the community service was structured around a participatory community organizing process designed to enhance the administrative capabilities of Lazisnu Tuban. The primary subjects of the service were Lazisnu Tuban's staff, particularly those involved in administrative roles. Located in Tuban, East Java, the service was conducted within the office of Lazisnu Tuban and included community leaders and stakeholders who contributed to program implementation. The involvement of the assisted subjects was essential, as they not only participated in training but also engaged actively in identifying organizational challenges, developing solutions, and implementing strategies to improve administrative practices. This participatory process aligns with community-based development theories that emphasize local engagement for effective change (Chambers, 2005).

The project employed a combination of participatory action research (PAR) and qualitative data collection methods. Initially, a needs assessment was conducted through interviews and surveys with Lazisnu Tuban's staff and community members to identify pressing administrative challenges (Kemmis & McTaggart, 2000). Based on this assessment, a tailored capacity-building program was developed, focusing on areas such as financial management, project tracking,

reporting, and communication. The program included workshops, training sessions, and one-on-one mentoring, addressing the specific organizational needs and practical challenges faced by the staff (Reason & Bradbury, 2001).

Throughout the process, staff and community leaders worked together to create standardized operating procedures (SOPs) for key administrative functions. This collaborative approach ensured that the solutions developed were grounded in the real needs and practices of the organization (Rao, 2010). Feedback was collected at various stages through surveys and interviews, allowing for adjustments to be made to ensure the program's relevance and effectiveness. The final phase involved a comprehensive evaluation, assessing the overall impact of the training and newly developed SOPs. A sustainability plan was also developed to ensure the long-term impact of the capacity-building activities (Senge, 1990).

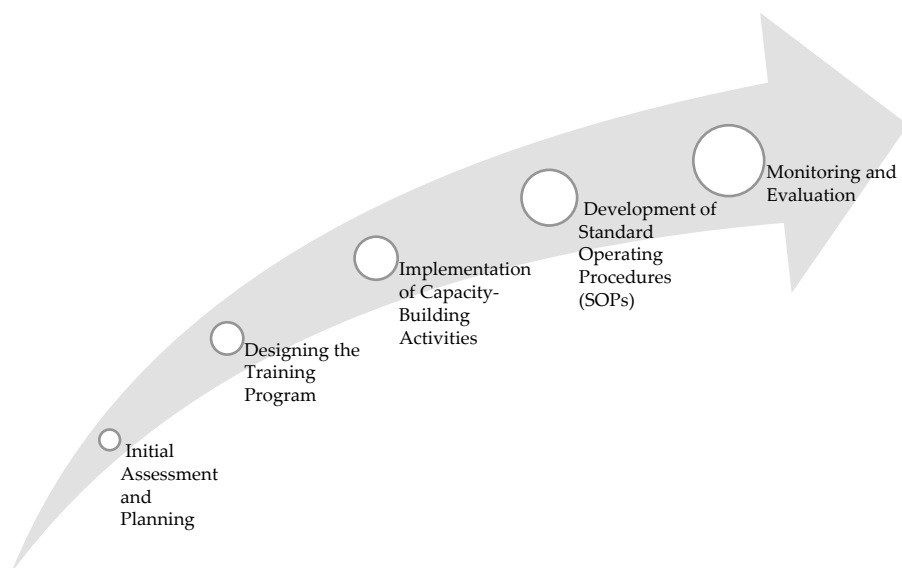


Figure 1. Stages in Conducting the Mentorship

III. RESULTS

The results of the community service project Empowering Effective Administration: Capacity Building at Lazisnu Tuban were marked by several key outcomes that positively impacted the organization's administrative processes and the broader community. The project facilitated a series of dynamic activities, each designed to address the specific challenges identified during the initial

assessment. Through collaborative planning and execution, a variety of technical actions were carried out to address the administrative issues facing Lazisnu Tuban. These included the development and delivery of capacity-building workshops, the establishment of Standard Operating Procedures (SOPs), and the provision of one-on-one mentoring for staff members. The implementation of these actions led to notable improvements in administrative efficiency, transparency, and consistency across the organization.



Figure 1. Capacity Building Process

One of the most significant outcomes of the project was the development of a more structured and cohesive administrative framework within Lazisnu Tuban. The creation of SOPs for key functions such as financial management, reporting, and program evaluation helped streamline operations and established clearer expectations for staff performance. As a result, administrative processes became more transparent and systematic, allowing for better accountability and greater efficiency. The capacity-building workshops contributed directly to the development of critical skills among the staff, empowering them with the tools and knowledge necessary to perform their roles more effectively.

In terms of social changes, the project helped cultivate a culture of collaboration and continuous improvement within the organization. There was a noticeable shift in staff behavior, with an increased commitment to following established administrative procedures and a heightened awareness of the importance of good governance. This shift in behavior was particularly evident in the way staff approached their tasks, as they began to prioritize transparency and

consistency in their work. Furthermore, the project fostered a sense of ownership and responsibility among the participants, many of whom took on leadership roles within the organization by guiding their peers in adhering to new administrative practices.

Additionally, the project led to the emergence of local leadership within Lazisnu Tuban. Staff members who demonstrated strong organizational and leadership skills during the training sessions were recognized and encouraged to take on leadership roles in managing the administrative processes. This emergence of local leaders contributed to the sustainability of the project's outcomes, as these individuals became key advocates for the continued use of SOPs and best practices.



Figure 2. Continued Assistance Carried out by Author

The project also created a new awareness among both the staff and the community regarding the importance of effective administration for achieving social transformation. Staff members began to understand that improved administrative practices directly impacted their ability to serve the community more effectively, leading to a stronger sense of mission and a more proactive approach to their work. This awareness extended beyond the immediate scope of the project, fostering a greater commitment to organizational growth and community service. Overall, the capacity-building efforts contributed to both the short-term improvement of Lazisnu Tuban's administrative practices and the long-term development of a more accountable, transparent, and effective organization, thus creating a foundation for ongoing social transformation within the community.

IV. DISCUSSION

The results of the community service project Empowering Effective Administration: Capacity Building at Lazisnu Tuban indicate several positive outcomes, aligning with theoretical perspectives on capacity building, community empowerment, and administrative efficiency. The core objective of this project was to improve Lazisnu Tuban's administrative processes through targeted training, the establishment of Standard Operating Procedures (SOPs), and mentoring sessions for staff. These efforts led to significant improvements in organizational transparency, efficiency, and accountability, which are essential elements for the sustainability of community-based organizations (Mottaz, 2020). By improving administrative practices, the project aimed to create a more robust and self-sustaining organization capable of better serving its community.

The development and implementation of SOPs, which were central to the capacity-building activities, reflected a process of formalization and institutionalization, core concepts in organizational theory. As Latham (2009) suggests, formalizing processes through standardized procedures can significantly enhance the predictability, stability, and consistency of an organization's operations. In this case, the SOPs helped clarify roles and responsibilities within Lazisnu Tuban, creating an organizational structure that promotes efficiency and reduces ambiguity. This was confirmed in the post-training evaluations, where participants expressed greater clarity in their roles and a newfound confidence in their administrative capabilities.

From a theoretical standpoint, the project's approach to capacity building draws on the concept of community empowerment, a process that enables individuals and groups to gain control over their lives by increasing their skills, resources, and capabilities (Perkins & Zimmerman, 1995). The active participation of staff and community leaders in the training and planning phases reinforced the principles of empowerment. By engaging them in the creation of SOPs and encouraging their involvement in administrative decision-making, the project not only improved operational practices but also fostered a sense of ownership and accountability. The capacity-building efforts allowed participants to assume leadership roles and responsibilities, demonstrating the transformative potential of empowerment in driving long-term organizational and social change.

The social changes resulting from the project can also be understood through the lens of social capital theory, which emphasizes the role of networks,

trust, and shared norms in fostering collective action and community development (Putnam, 2000). The workshops and mentoring sessions created spaces for staff members to collaborate, share knowledge, and build relationships. This interaction not only strengthened their professional networks within Lazisnu Tuban but also enhanced the sense of trust and collective responsibility among the participants. The development of local leaders within the organization is a direct result of this increased social capital, as those who exhibited strong leadership skills were entrusted with greater responsibility for managing administrative functions.

Furthermore, the project's focus on behavior change aligns with theories of organizational change, which suggest that lasting change occurs when individuals within an organization adopt new values, practices, and norms that align with the desired outcomes (Kotter, 1996). The shift in staff behavior, including a greater commitment to following SOPs and prioritizing transparency, reflects the internalization of these new practices and attitudes. The participatory approach to capacity building helped facilitate this behavior change by ensuring that staff members were not passive recipients of training but active participants in the transformation process.

The findings also resonate with theories of organizational learning, which argue that organizations improve through the continuous development of their members' knowledge and skills (Argyris & Schön, 1978). The iterative process of feedback, reflection, and adaptation that characterized the capacity-building workshops contributed to a culture of learning within Lazisnu Tuban. By integrating ongoing feedback into the training sessions and encouraging staff to take leadership roles in the process, the project fostered an environment conducive to continuous improvement.

The results of this community service project demonstrate the effectiveness of participatory and capacity-building approaches in improving administrative practices and fostering social change. By integrating theoretical perspectives such as community empowerment, social capital, organizational change, and organizational learning, the project not only enhanced the operational efficiency of Lazisnu Tuban but also contributed to the development of a more engaged, empowered, and self-sustaining organization. These changes, while initially focused on administrative practices, have the potential to lead to broader social transformation by improving the organization's ability to serve the community and achieve its long-term goals.

V. CONCLUSION AND RECOMMENDATION

The Empowering Effective Administration: Capacity Building at Lazisnu Tuban project yielded significant improvements in the administrative practices and organizational capacity of Lazisnu Tuban. By implementing targeted training, creating Standard Operating Procedures (SOPs), and providing continuous mentoring, the project addressed key organizational challenges and fostered a culture of transparency, accountability, and collaboration. These efforts led to enhanced efficiency, clearer role definitions, and greater commitment among staff members, as well as the emergence of local leaders who took ownership of administrative processes. The theoretical frameworks of community empowerment and capacity building proved effective in driving these changes, demonstrating that empowering individuals within an organization can lead to both immediate improvements and sustainable long-term impact.

The results indicate that the project successfully utilized the principles of organizational learning and empowerment, with staff members showing significant improvement in their skills and understanding of effective administration. The increased awareness among both staff and community members regarding the importance of strong administrative practices has paved the way for broader social transformation, as these practices are essential for organizations to better serve their communities. Additionally, the growth of local leadership within Lazisnu Tuban represents a crucial step in ensuring the sustainability of the organizational changes made during the project.

Moving forward, it is important to build on these successes by incorporating mechanisms for continuous learning and improvement, ensuring that the changes made are sustainable over time. Scaling the project to other branches or similar organizations in the region could replicate the positive outcomes observed, further strengthening local leadership and fostering a broader culture of effective administration. Furthermore, while the establishment of SOPs was critical, future initiatives should also prioritize adaptability, allowing the organization to respond to emerging challenges and opportunities. By continuing to emphasize collaborative leadership and ongoing capacity building, future projects can create lasting impact, enabling community organizations to more effectively serve their constituencies and contribute to long-term social change.

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