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RESEARCH ARTICLE

THE PERFORMANCE MANAGEMENT OF COMMUNITY SERVICE AND EMPOWERMENT THROUGH FARMERS' COMMUNITY LEARNING CENTRE FOR ECONOMIC EMPOWERMENT IN KANDRI VILLAGE, SEMARANG – INDONESIA.

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Abstract

The aim of this study was to evaluate the performance management of community service and empowerment in UniversitasNegeri Semarang (UNNES) in empowering farmers' community learning center to strengthen local economy in Kandri village in Semarang, Indonesia. This study employed an evaluation method using Context, Input, Process and Product Evaluation (CIPP). The study site was in the Kandri village - Indonesia. The subjects were farmers, youngsters joining community learning center group, officials of the village, the culinary and handicrafts industry, as well as students who took the community service and empowerment program in UniversitasNegeri Semarang. The object of the study was the performance management of community service and empowerment program in UniversitasNegeri Semarang in empowering farmers' community learning center to strengthen local economy in Kandri village in Semarang, Indonesia. The results showed that the community service and empowerment program in UniversitasNegeri Semarang which was Education for Sustainable Development (ESD), in the field of sustainable education, training, and mentoring could empower community learning center for farmers and strengthen the local economy in Kandri village -Indonesia. The results of this study KKN-PPM indicated that community service and empowerment program in UniversitasNegeri Semarang could improve the performance of community learning center. This model can increase the competitiveness of future graduates, the quality of human resources and industrial products of Kandri village as the university model village.

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Introduction:-

The empowerment of farmers has been conducted by many countries. Esbern (2003)^[1] and Hansen (2004)^[2] showed the importance of farmer empowerment. The empowerment of farmers through increased resources can lead to increased economy^[3]. Furthermore, government's policy supports the accelerated success of agriculture^[4],^[5]. Indonesian government has established community learning center in Kandri village in Semarang-Indonesia as a one stop service place for farmers in meeting all the needs of farmers related to farming activities. The farmers' community learning center has the several objectives as follows, (1) increasing the growth domestic product (GDP), (2) reducing poverty and unemployment (3) accelerating the development of rural infrastructure (4) reducing the

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environmental impacts with a focus of increasing the farmers' income through a partnership with industrial sector (funding, technology and the quality of human resources)

Community learning center is located in the Kandri because the most of the inhabitants work as farmers. Table 1 displays the profile of the Kandri village with the more than 50% of its inhabitants work in the agricultural sector either as farmers and land owners or as peasants. (BPS Semarang, 2015).

The operational pattern of the community learning center is to build human and natural resources. The operational pattern of the community learning center was applied through a pattern of "100 Hectares BUSINESS". Intensive assistance activities were carried out in the community learning center, ranging from farming activities until the marketing of the products with minimal cost of goods sold (COGS) or even above market price. The commodities of this pattern consist of rice, maize and soybeans. The 100 ha business patterns is a "label" for the realization of the land area determined by the readiness of facilities and infrastructure in the community learning center.

The development of animal husbandry and health was conducted through a regional approach / region/cluster, and a systemic approach of agribusiness on the community learning center. The agribusiness system was formed using the upstream, cultivation (on-farm), the downstream and support sub-system as well as an institutional approach based on sustainable local resources, while maintaining environmental sustainability and balance of the ecosystem.

The animal husbandry development using pattern of integration in the environmentally friendly agriculture system is a very important strategy in realizing the welfare of the community learning center and rural communities. With the right technological innovations, plant waste can be changed into a source of fiber feed ingredient for ruminants. Using LEISA approach (Low External Input Sustainable Agriculture), each hectare of agricultural land can produce cattle feed to maintain a 2-3 cows /ha. Cattle husbandry becomes a composting plant with plant waste as its raw materials, which in turn, the compost is used as organic fertilizer for plants.

M. Dhamale *et al.*^[6] explains that farmers in most regions of the world complain about the difficulties in the medical expenses for their livestock. Consequently, it is necessary to increase the results of livestock husbandry with low production costs through the integration of livestock husbandry with food crops, plantations and industrial tree plantations to be developed both technically, economically and socially. One of the benefits of this pattern is that there is not wasted materials^[6], as well as the use of proper and efficient innovation such as the sophisticated technology^[5]. This approach positions the cow as a processing of agricultural waste into compost, while the calves are bonuses as the results of raising cattle properly. On the micro level, the pattern of crop-livestock integration system works to improve the structure, chemical texture and microbiology of the soil, while on the macro level, the pattern strives to increase agricultural productivity, which can ultimately increase the income and welfare of farmers^[5].

The community learning center program can ideally improve the economic level of Semarang citizens, especially those of village Kandri. However, the results of the survey in the village Kandri showed that standard of living is still low (Table 2). This condition is corroborated by the data on the table 3 about the average expenditure per capita per month which is still below the poverty line.

There are many factors causing the high poverty and low spending per capita per month below the poverty line in the Semarang city including the weak performance of various institutions / agencies that houses education and training for farmers as the performance of the community learning center. The results of the analysis concluded that performance management of the community learning center has not yet optimal. There are some problems with the management system of the community learning center. In addition, based on data from the preliminary study, the performance of the community learning center is shown on Table 4.

The data in Table 4 shows about the urgency to revitalize the performance of the community learning center. Universitas Negeri Semarang (UNNES) as a government educational institution was called to improve performance of the community learning center. Community service and empowerment of UNNES deployed twenty nine students to Kandri village for 45 days to improve the performance of RPP.

The purpose of this study was to evaluate the performance management of Community service and empowerment of UNNES in the community learning center to empower farmers to strengthen the local economy in Kandri -

Indonesia. The evaluation was conducted on performance management Community service and empowerment of UNNES in empowering farmers to care for the preservation of the environment and be aware of the potential resources that could be developed. The programs of Community service and empowerment was expected to increase the economy of the villagers in Kandri.

Kirkpatrick and Kirkpatrick (2006: 17)^[7] supports that there are three reasons why it is necessary to evaluate the program, namely: (1) to show the existence and the amount of money spent on the achievement of goals and objectives of the programs, (2) to decide whether the activity will be continued or discontinued, (3) to gather information on how to develop future programs

The activities of community service and empowerment of UNNES were structured to empower the society temporarily and sustainably. The method of Education for Sustainable Development (ESD) was used to solve various problems in community learning center. ESD activities included education and training for farmers for the development of the community learning center program on an ongoing basis. Farmers in the village Kandri were expected to capture and develop mindset covering the triple bottom line which was the interplay between economic, social, and environmental.

The method of empowering community learning center through community service and empowerment included the development of the empowerment of law, engineering, economics, agriculture, fisheries, and culture for the farmers who were the members of the community learning center, and the village community in Kandri-Indonesia. With education as the basis, it was expected to be a good step to cope with and even sustain Kandri village as a village who was aware of all the natural resources that have the potential to be developed, and can be created as the destination of Argo - ecotourism.

Research Methods:-

This study employed an evaluation study on the activities of community service and empowerment of UNNES. The evaluation model used in this study was Context, Input, Process, and Product evaluation (CIPP) developed by Stufflebeam in 1967 at Ohio State University. The focus of this study was on the performance management community service and empowerment of UNNES in community learning center for farmers to empower economic sector of farmers in Kandri village, Semarang-Indonesia. The complete design of the study is shown in Figure 1.

The population of the study consisted of farmers in Kandri village joining the community learning center, community leaders, and students participating in the community service and empowerment with the total of 97 people. 30 people were taken randomly as the samples of the study.

Questionnaires and observation sheet were used to collect the data. The questionnaires were used to measure whether the performance management community service and empowerment was able to strengthen the local economy of Kandri village in Semarang-Indonesia. While, the data from the observation sheet were used as supporting data. Furthermore, the data were tabulated, and analyzed with descriptive techniques to interpret the performance management component such as context, input, process, and product of the community service and empowerment.

Results And Discussion:-

Various literatures in the field of performance management system and management control system are increasingly recognizing the need for fundamental study on the more coherent theoretical foundations^[8]. The researchers suggest that the theory is used as the contextualization of the findings for the more systematic development of knowledge in various fields (Chapman, 1997).

Some scientists have taken a broader approach by incorporating various topics such as managing by values, participatory empowerment and management^[9] or the performance of the organization and leadership, or creating a shared vision of organizational goals, emphasizing the need to provide excellence in leadership and management components to achieve organizational goals^{[10], [11]}.

Confirmed by Hadromi (2016)^[12] management started from needing analyzing, planning, organizing, supervising, and evaluating Table 5 up to 8 illustrates the performance management of community service and empowerment in

2016 in Kandri village, Semarang, Indonesia. Specifically, this study focused on economic empowerment of rural communities through farmers' empowerment using community learning center in Kandri village as Argocotourism.

The Context components of the performance management of community service and empowerment in community learning center to strengthen local economy;

Concerning the economic challenges faced by many countries around the world, then idea of nurturing entrepreneurship has become an important goal for the government. Training and assistance have been conducted on the context indicators to improve the performance of the community learning center. Biron, Farndale, and Paauwe (2011)^[13] has argued that training to enhance the skills, knowledge, and abilities. The training becomes important to increase employee productivity which ultimately affects the organization's performance and effectiveness^[14]

Furthermore, there is a relevance between the performance of the organization and entrepreneurship to the economic development which has been highlighted by many studies^[15]. The implementation of community learning center was right on target. The activities that have been implemented could meet the problems faced by the Kandri community with the score between 2.67 sd. 3.67 and the mean score was 3.15. Hezlett and Gibson (2005)^[16] corroborates that mentoring and training can improve human resources. In this case, human resources increase through mentoring and training which has been conducted on the activities of community service and empowerment. Furthermore, Cooney,(2009)^[17] examines that the entrepreneurship development system was located in the Appalachian region of the USA and identified four main dimensions of skills: (1) Technical skills - the skills required to produce a business product or service; (2) Managerial Skills required for the daily management and administration of companies; (3) Entrepreneurial Skills - effectively improve the economy; (4) Personal Maturity skills - which include self-awareness, accountability, emotional skills, and creative skills. These skills have been delivered in the activities of community service and empowerment. Therefore, they increased the performance of community service and empowerment and strengthen the economy of the people or farmers who were members of the community service and empowerment.

The input components of performance management in community learning center in empowerment of farmers to strengthen the local economy;

29 students were involved in the community service and empowerment. All of these students have been through the selection according to the needs and issues to be addressed in Kandri. Jimoh. and Danlami (2011)^[18] state that the quality of human resources affects the organization's performance. The students just like employees were the most important asset in the activities of the community service and empowerment program because they contributed to the growth and success of the program^[19]. Furthermore, Danish and Munir(2006)^[19], Saif, Malik, and Awan^[20] concludes that in an era characterized by rapid and continuous change, the knowledge must be maintained to enable the organization to become productive and responsive to the stakeholders' needs. Various literature shows that the proper application of some human resource management (SDM) allows employees or in this study, the students joining the community service and empowerment program were more committed to carry out their tasks better^[21],^[22]. Human resource management is essential for organizational success because the quality of human capital is important.

Furthermore, the facilities and infrastructure have been improved during the community service and empowerment program (table 6). Farmers' community learning center was impeded in developing its program in case of limited means or the infrastructure. Provisions, at all (2013)^[23], Eliasu, al all (2016)^[24], Akinfolarin (2015)^[25], corroborate that the inadequacy of infrastructure and facilities, especially buildings, have led to unproductive learning environment in the system of polytechnic Nigeria. Therefore, the facilities and infrastructures become strategic support organizational performance. The community service and empowerment have given two production tools for farmers in the community learning center, namely: (1) vacuum press, and (2) panic presto. Furthermore, these tools functioned in producing processed products in the community learning center to be sold to the consumer, or to the tourists.

The completeness of the equipment helped the training process. The completeness of facilities and infrastructure enhanced the understanding capacity of training material for trainees. The completeness of the facilities and infrastructure required the budget availability to support the goal achievement of the community service and empowerment activities. Shardeo (2015)^[26], Mohamed and Tirimba (2015)^[27], Provisions, al all (2013)^[23] argue that the budget can be a parameter to measure the achievement of the program. Furthermore, budget control can ensure

whether or not the actual results community service and empowerment program is positive or negative according to the overall policy objectives.

Component process of the community service and empowerment performance management in farmers' community learning center to strengthen the local economy;

The implementation of community service and empowerment was carried out by applying a management function, which began with the planning, implementation, and evaluation. The performance evaluation of community service and empowerment drew attention to be measured. Management performance evaluations reflected the instances where the performance of the individual or entity were measured in relation to the others Gathai, at all. (2012)^[28] to eliminate the distortion caused by uncontrollable factors (Table 7).

Gathai, at all. (2012)^[28] shows that the benefits of the performance management evaluation which functions positively from a number of executive projects that have been available to them, while Shammot(2014)^[29] concludes that the high administrative costs of evaluation performance management lead to their low adoption in executive contracts.

The products component of community service and empowerment of performance management in farmers' community learning center to strengthen the local economy.

The community service and empowerment has facilitated and empowered concerned citizens on environmental preservation and were aware of the potential resources that could be developed. The programs were expected to improve the economy of the citizens.

The activities of community service and empowerment were arranged not only to provide a temporary community empowerment, was also based on the Education for Sustainable Development method (ESD), which was used to overcome the various problems (Table 8). ESD activities included education for sustainable program development as an educative and effective medium by deploying students into the midst of the people that would capture and develop the balanced mindset including triple bottom line in the interrelationship between economic, social, and environment. This concurs with Shammot(2014) stating that there are supervisor effects which support the team's success in this case, the community service and empowerment team in the implementation of training.

Furthermore Shaheen, (2013)^[30] concludes that strategic training and development are tools to improve the performance of the organization effectively. The community learning center was expected to identify the training needs of members. The training program was designed to assist members of community learning center optimally and was actualized to achieve the organizational objectives

Salah (2016)^[31] argues that the training and development might mean the same thing for many people because they both lead to increased productivity of individuals in an organization, but there are some significant differences.

The methods of community empowerment in the community service and empowerment program included the development of the law, engineering, economics, agriculture, fisheries, and culture empowerment, as well as the empowerment of SMEs of KampungTelo and farmers' community learning center. Education as a basis, in a long-term, is expected to be a good step to cope with and even sustain Kandri village as the village which is aware of the many natural resources that have the potential to be developed, and Village Kandri as argo-ecotourism destination.

Conclusion:-

From the results of data analysis, it can be concluded that the community service and empowerment program has been able to improve the performance of the farmers' community learning center and the economy. It would increase the realization of village Kandri as Argo-eco-tourism destination. In particular, the community service and empowerment program of UNNES was able to (1) develop a Village Kandri as a tourist area which is both physically and non-physically sustainable, (2) increase the participation of community in Village Kandri in decision-making, implementation, monitoring and evaluation of the development of tourism village, (3) the realization of a community in a village which is economically independent and able to manage its own territory based on potential, needs and interests of Kandri area, and (4) realization of ecotourism that can be managed by people of Kandri and was supported by SMEs in the field of culinary and handicraft, infrastructure and qualified human resources to realize the village Kandri as an Argo-eco-tourism destination.

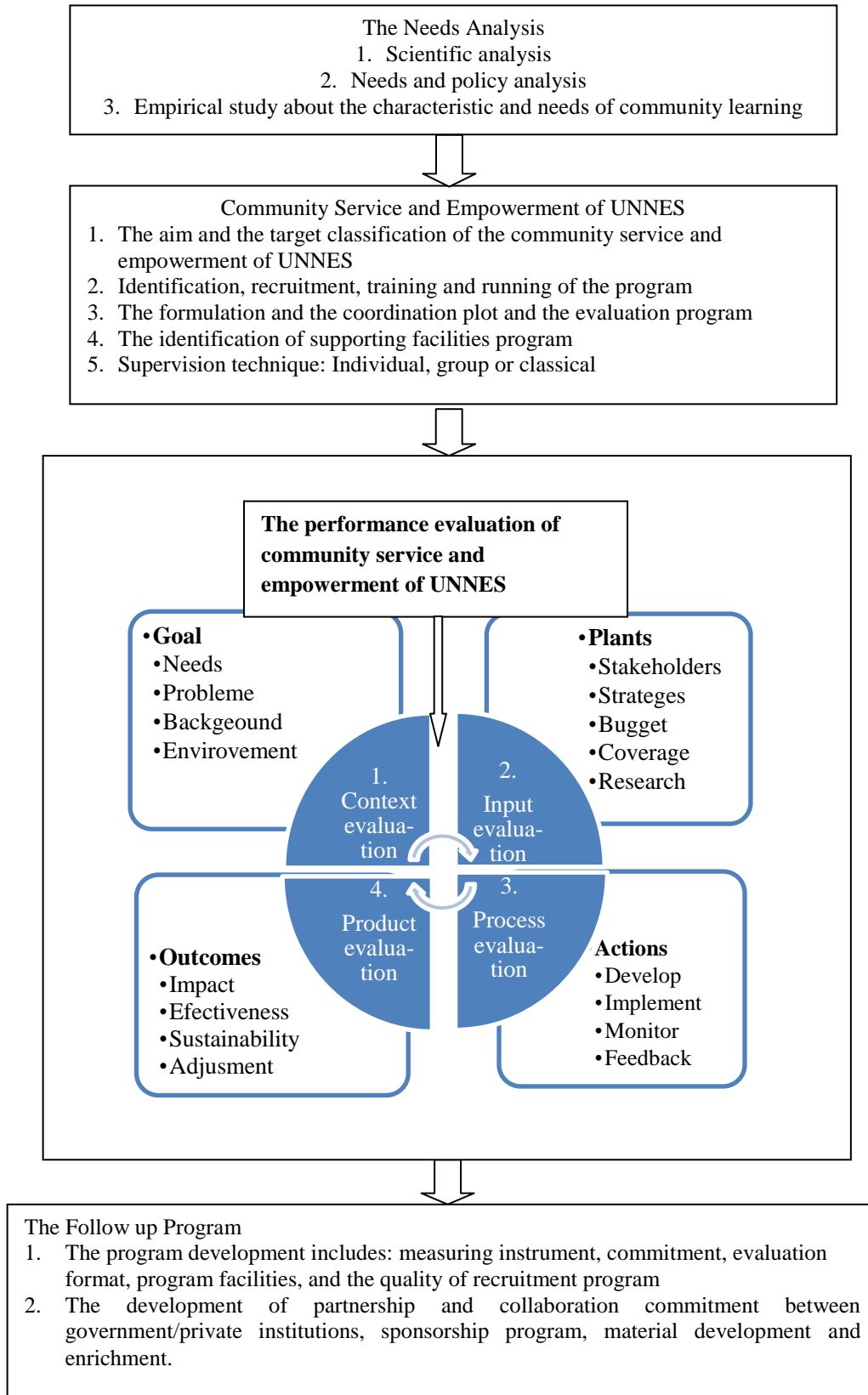


Fig 1.Design of the study

Table 1:- Profile of Kandri Village.

No	Identity	General Condition of the Area
1.	Name of the village	Kandri
2.	Subdistrict/City/Province	Gunungpati/ Semarang/ Central Java
3.	Office address	Jl. Kandri Utara RT 05/01 Dusun Kandri, Gunungpati
4.	Area	245,490 ha
5.	The amount of RW/RT	4 (empat)/26
6.	Population according to occupation	Farmer : 329, Peasant : 753 Entrepreneur : 30, Industri worker : 719 Bricklayer : 97, Merchant : 185 Civil servant : 48, Army/police : 8

Table 2:- The Percentage of Poor People in Semarang.

City	The Percentage of Poor People (in Percent)				
	2011	2012	2013	2014	2015
Semarang	5.68	5.13	5.25	5.04	4.97

(Central Bureau of Statistics, Semarang, 2016)

<https://semarangkota.bps.go.id/linkTableDinamis/view/id/51>**Table 3:-** Average expenditure per capita per month below the poverty line in the city of Semarang Semarang city

City	The Poverty Line (Rupiah/Capita/Month)			
	2012	2013	2014	2015
Semarang	297848	328271	348824	368477

(Central Bureau of Statistics, Semarang, 2016)

<https://semarangkota.bps.go.id/linkTableDinamis/view/id/50>**Table 4:-** the Problems of Community Learning Center Performance

No	Activities/Production of Small Scale Industry	The Production Problems in Community Learning Center
1.	The cow and goat husbandry	The knowledge of farmers about the health of the husbandry is weak, the maintenance of cage, the resources of the animal feed, culinary products from milk is weak.
2.	Fish cultivation: cat fish, gourami	The knowledge of farmers about the fish cultivation, the maintenance of cage, the limited area in Gunungpati, the resources of the animal feed, fishery products is weak.
3.	Farmers' Training	The Trainer with weak resources, unscheduled training, low farmers' motivation to join the training, the model plant was not well – maintained.
4.	Handcraft and Souvenir Training	The trainer with weak resources, unscheduled training, low farmers' motivation to join the training,
5.	Screen printing training	The tools required for the training was still limited, the monotonous pattern of the screen printing required development by the small scale industry in Kandri to characterize Kandri such as Kreo Cave, monkeys, and Jatibarang Dam.

Table 5:-The performance data of the community service and empowerment on contex components

No	Contex Components	Score	Explanation
1.	The purpose of community service and empowerment can meet the needs of Kandri village	3.53	Very good
2.	The deployment of students joining community service and empowerment is right on the target	3.67	Very good
3.	The community service and empowerment supports the improvement of economy of the Kandri village people	2.80	good
4.	The implementation of community service and empowerment was right on target	3,00	good
5.	community learning center required improvement of resources	3.23	good
6.	The performance of community learning center was still weak	2.67	good
	The average of contex components	3.15	good

Table 6:- Performance data the community service and empowerment program the input component

No	The input components	Score	Explanation
1.	The human resources of the students joining the community service and empowerment meet the needs of the community learning center.	3,40	good
2.	sufficient resources to support the community service and environment are available	3.33	good
3.	The facilities of the community learning center can support the community service and empowerment program	3.17	good
4.	The people joining the community learning center are able to understand the training and the education conducted by community service and empowerment.	3.50	Very good
5.	The materials of training in the community learning center can meet the needs of the stakeholders.	3.37	good
6.	The budget is able to realize the purposes of the community service and empowerment.	3,36	good
	the average score of the input components	3.49	good

Table 7:- The component of performance management process of community service and empowerment in farmers' community learning center to strengthen local economy.

No	The Process Component	Score	Information
1.	The Implementation of community service and empowerment was conducted according to the planning.	3.47	Very good
2.	The Kandri village officials supported the community learning centre activities.	3.27	good
3.	The community of Kandri village joining the community learning centre supported the community service and empowerment.	3.53	Very good
4.	The students' performance in community service and empowerment could empower the community learning centre to improve the economy of Kandri Village community.	3.50	Very good
5.	The students joining the community service and empowerment had the capacity suited for the programs of community learning centre.	3.33	good
6.	The community service and empowerment could improve the performance of community learning center.	3.60	Very good
7.	There was an evaluation for the community service and empowerment activities.	3.67	Very good
8.	There was a follow up for the evaluation for the community service and empowerment activities.	3.47	Very good
		3.47	Very good

Table 8:- Components of performance management product of the community service and empowerment in farmers' community learning center to strengthen local economy.

No	Product Components	Score	Information
1.	There was an increase of knowledge and skills after the students completed the community service and empowerment.	3.53	Very good
2.	The community agree that there was an increase of knowledge and skills after joining the community service and empowerment.	3.30	good
3.	There was an increase of community learning center's resources after completing the community service and empowerment.	3.20	good
4.	There was an increase of animal husbandry technique for the community as the target of community learning center.	3,00	good
5.	There was an increase of fishery technique for the community as the target of community learning center.	3.30	good
6.	There was an increase of human resources for the community joining community learning center with regard to the farming technique.	3.30	good

7.	There was an increase of human resources for the community joining community learning center with regard to the results of the crops and animal husbandry into the marketable food products.	3.20	good
8.	There was an increase of human resources for the community joining community learning center with regard to the handcrafting technique.	3.50	Very good
9.	There was an increase of human resources for the community joining community learning center with regard to the screen printing technique.	2.97	good
10.	There was quality and quantity improvement in the facilities of community learning center.	3.47	Very good
11.	There was economic improvement for the people joining community learning center.	3.63	Very good
12	Mean Score	3.30	good

The success of the community service and empowerment performance is supported by the opinion of Lawani, Moore (2016) ^[32]. Lawani, Moore (2016) ^[32] argue that the activity starts from the beginning and the end within a specified time and uses a certain amount of budget and resources to complete tasks with clear objectives indicating that the main mission of the project is to combine individual tasks into a single, integrated conglomerates, which is useful for people or customers. The sustainability plan of the community service and empowerment is expected to provide a comprehensive and significant impact on each aspect. In this regard, the community service and empowerment should be able to adopt the usefulness of the process into three main stakeholders.

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