



The Effectiveness of Organizational Management in Community Empowerment Programs: A Case Study of the Community Empowerment Institution (LPM) in Rempoa Urban Village

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ABSTRACT

This community service program aimed to enhance the effectiveness of organizational management within the Community Empowerment Institution (LPM) in managing community development programs in Rempoa Urban Village, Ciputat Timur, South Tangerang. LPM plays a strategic role in improving social and economic welfare through the planning, implementation, and monitoring of empowerment programs. However, challenges such as limited resources, weak coordination, and unsystematic program structures hinder their effectiveness. The program applied participatory methods including assessments, presentations, discussions, and mentoring involving LPM administrators and community members. Results showed improvements in LPM's managerial capacity, program planning, stakeholder collaboration, and community engagement. In addition, the program contributed to increasing sustainability, economic independence, and professional credibility of LPM. Nevertheless, issues such as low public participation, inadequate monitoring, and the lack of consistent program documentation were identified. Strengthening internal communication, adopting bottom-up approaches, and building strategic partnerships are recommended. The program concludes that continuous support and adaptive management are essential for long-term community empowerment success.

Keywords: Community Empowerment, Organizational Management, Capacity Building

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INTRODUCTION

The Community Empowerment Institution (Lembaga Pemberdayaan Masyarakat or LPM) plays a crucial role in improving the quality of life for communities across various regions, including Rempoa Urban Village, Ciputat Timur Subdistrict, South Tangerang City. As a grassroots organization, LPM is responsible for designing, implementing, and monitoring a wide range of empowerment programs aimed at enhancing social and economic welfare. However, a fundamental challenge faced by LPM is the effectiveness of its organizational management in overseeing these programs. Proper governance ensures

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that every initiative aligns with its objectives and yields significant, measurable impacts on society.

In order to address the evolving needs of the community, empowerment programs must be adaptable and responsive. The diverse socio-economic and cultural characteristics of Rempoa residents necessitate that program design and implementation be grounded in the real conditions and priorities of the community. Therefore, effective management requires the ability to plan precisely targeted programs, allocate resources efficiently, and generate direct benefits for the people.

Scholarly contributions have emphasized the importance of organizational capacity in driving effective empowerment. Priadi et al. (2020) highlight that human resource development and the cultivation of organizational values within LPMs, such as those observed in Pondok Benda, can enhance performance and impact. Similarly, research by Sanjaya, Baharudin, and Satria (2021) reveals the role of village-level LPMs in channeling citizen aspirations, mobilizing collective action, and activating local resource potential, all of which contribute to community well-being. Meidityas and Sumaryana (2021) underscore how leadership, accountability, financial strength, and collaboration collectively shape LPM's organizational effectiveness. In contrast, Bilote (2020) points to persisting inefficiencies in some LPMs, such as weak capacity development, internal conflicts, and poor responsiveness, which hinder the overall efficacy of local empowerment efforts.

Previous findings suggest that training and outreach by LPMs can significantly boost community engagement and participation, which are critical drivers of program success. However, these efforts are often constrained by limited resources and institutional challenges. Nonetheless, a strategic approach that strengthens organizational capacity, while fostering cross-sectoral collaboration, can help overcome these barriers and scale up the effectiveness of empowerment initiatives.

This community service program (PKM) was designed to address the issue of organizational effectiveness in community empowerment program management at the local level, with LPMs serving as the focal actors. The goal is to build understanding and strengthen management capacity so that LPMs can improve their operational functions and sustain long-term development efforts.

Effective management within LPMs is vital to ensure the optimal use of available resources, including human capital, financial inputs, and institutional infrastructure. Since community empowerment programs often involve diverse stakeholders—ranging from government institutions to private sector actors and local residents—strong coordination and shared accountability are essential. A well-structured management system will enable these stakeholders to work together productively toward common development goals.

However, LPMs continue to struggle with significant limitations, including constrained budgets, insufficient skilled personnel, and low community involvement. These factors often result in fragmented or underperforming programs. To address these challenges, LPMs must adopt innovative management practices, integrate appropriate technologies, and form strategic partnerships with both public and private entities in order to sustain and scale their impact.

As emphasized by Suharto (2020), sound organizational management is essential in ensuring the effectiveness and sustainability of community empowerment programs. LPMs, as institutions working directly with grassroots communities, require robust systems that span planning, implementation, and evaluation phases. Only through such systems can they achieve efficient resource management and maximize social impact. Furthermore, Buchori (2021) notes that the success of LPMs depends not only on their role as program executors but also as facilitators that bridge communities with critical resources such as funding, skills, and technology. Within this framework, a well-managed LPM is better positioned to implement effective, targeted programs that enhance welfare and increase active public participation.

Given the strategic importance of LPMs in community development, there is an urgent need to evaluate and improve the effectiveness of their organizational management. A systematic assessment will offer insights into the strengths and weaknesses of current practices and generate recommendations for enhancing future initiatives. Such an approach ensures that community service activities can be better aligned with local realities and provide tangible, long-lasting benefits to residents of Rempoa and its surroundings.

The current condition of LPMs in many areas, including Rempoa, reflects a set of complex challenges, ranging from limited managerial and human resource capacities to dependency on top-down government programs and weak utilization of technology. Despite these obstacles, with well-formulated planning, strengthened human capital, and more efficient resource allocation, LPMs hold significant potential to overcome these issues. Furthermore, through collaborative partnerships and responsive governance, community empowerment programs can become more impactful and sustainable over time.

This PKM initiative ultimately seeks to improve the managerial capacity of LPM members, enhance the effectiveness of program implementation, foster stronger community participation, optimize the use of existing resources, encourage coordination among stakeholders, and establish a sustainable system of evaluation and monitoring to ensure continuous improvement in local empowerment efforts.

METHODS

The planned approach in this community service program (PKM) is designed to address identified problems and offer appropriate solutions through counseling sessions and explanatory activities involving LPM board members, organizational staff, and surrounding community members. The aim is to foster a deeper understanding and more effective organizational management of the Community Empowerment Institution (LPM) in implementing empowerment programs that support both operational execution and institutional development.

This PKM employed a method aligned with the specific needs of the LPM by first exploring the existing capacity and knowledge of the beneficiaries regarding organizational management. This was carried out through a series of direct interviews aimed at obtaining a preliminary assessment. Based on this initial mapping, the most suitable method was identified as a combination of structured presentations and interactive discussions drawn from real-life experiences and expected outcomes.

The implementation of the program emphasized active involvement from all stakeholders, including LPM board members, staff, and community representatives,

particularly during the delivery and execution of content that had direct relevance to them. To achieve this, the program facilitated the formation of discussion groups, leadership training activities, and mentorship on organizational management strategies intended to enhance the effectiveness of the LPM in delivering empowerment programs.

Educational workshops were conducted to address key issues surrounding community empowerment and the governance of such initiatives. These sessions were designed not only to inform but also to engage participants in a participatory learning process. Discussion groups were established to accommodate different perspectives, while technology was incorporated to support the mentoring process in line with the identified challenges and context-specific needs of the participants.

The overall design of the PKM activities sought to illustrate the importance of organizational management in enhancing the effectiveness of LPM operations and program execution. In doing so, the program aimed to deepen the participants' understanding of how well-managed organizations can support sustainable and impactful community development. The problem-solving component of the program was based on delivering thematic presentations related to organizational effectiveness in community empowerment management, followed by in-depth discussions that allowed participants to ask questions and engage critically with the content. These discussions enabled the participants to reflect on the challenges they faced in managing LPM programs and explore practical solutions.

To support these objectives, the PKM team employed a structured lecture method to provide comprehensive explanations on key topics such as the principles of effective organizational management and the role of LPMs in community-based development. These sessions were followed by interactive Q&A discussions that encouraged two-way communication and allowed participants to pose relevant and thought-provoking questions. The materials presented covered a range of subjects, including strategies to enhance LPM effectiveness in managing empowerment programs, the organizational functions of LPM in supporting grassroots development, and the application of empowerment models administered by LPMs.

In addition to the technical aspects, the PKM team also sought to motivate participants to increase their involvement in education-related efforts, particularly those concerning child and family development. The structure of the method was organized into several stages. The preparatory phase included administrative arrangements such as preparing official letters and proposals, coordinating with LPM leaders and local community figures, and compiling training materials and supporting documents. This was followed by a needs assessment based on preliminary interviews, which guided the formulation of problem statements and potential solutions. The interviews were further used to introduce theoretical perspectives on organizational management.

The problem-solving strategy within this community service project was focused on delivering educational presentations as the main method of addressing the identified issues. The PKM activities were carried out over the course of a month, from April 14 to May 13, 2025, during which the planned modules were implemented, evaluated, and refined based on feedback and observations from both facilitators and participants.

RESULTS AND DISCUSSION

The implementation of this community service program (PKM) yielded significant results in improving the management quality of community empowerment programs conducted by the Community Empowerment Institution (LPM) in Rempoa. Through targeted training and continuous mentoring in organizational management, LPM demonstrated an enhanced ability to design and implement programs in a more structured and effective manner. This structured approach facilitated a shift toward systematic planning, allowing empowerment initiatives to be managed with clearer objectives and measurable outcomes.

By enhancing the effectiveness of LPM's internal management systems, the program contributed to fostering more sustainable community empowerment practices. Programs that were better managed provided long-term benefits for the community and promoted both economic and social independence. The LPM's growing capacity to plan, execute, and sustain such programs underscored the importance of robust internal systems that go beyond short-term projects.

Furthermore, the program strengthened collaboration among various stakeholders, including the LPM, local government, the private sector, and community members. These collaborative efforts opened avenues for additional support, ranging from funding and training to access to facilities and expertise. Such multi-party coordination proved essential in enhancing program accessibility, effectiveness, and community ownership.

Another important outcome of this initiative was the improvement of human resource capacity among LPM members and the surrounding community. The PKM activities offered not only knowledge but also practical skills in areas such as organizational management, communication, and financial governance. As a result, participants were better prepared to manage programs effectively, which in turn is expected to contribute to broader improvements in community livelihoods and economic resilience.

The program also highlighted the importance of developing structured systems for evaluation and monitoring. With the establishment of better evaluation mechanisms, LPM is now able to track the relevance, impact, and performance of its initiatives. This systematic monitoring allows for data-driven adjustments and continuous improvement, ensuring that the empowerment programs remain adaptive and effective.

Additionally, the PKM contributed to the strengthening of economic self-reliance among community members. Efficiently managed programs generated more opportunities for income-generating activities, such as entrepreneurship training and skill development initiatives. As these programs matured, they created pathways for increased household incomes and overall improvements in community welfare.

One of the broader impacts of the program was the enhancement of LPM's public image as a credible and professional institution. Improved managerial capacity, professionalism, and clear role execution positioned the LPM as a respected entity in the eyes of both internal stakeholders and external partners. This increased credibility is crucial for mobilizing future collaborations and securing broader support.

Innovation and competitiveness also emerged as key outcomes. The PKM encouraged LPM to adopt forward-thinking strategies, design contextually relevant programs, and respond to evolving socio-economic challenges. Innovative approaches attracted greater interest from the community and potential partners, while also enhancing the overall social impact of empowerment initiatives.

Through these efforts, several practical improvements were observed in Rempoa. LPM members became more capable of designing structured empowerment programs, managing projects efficiently, and sustaining long-term initiatives. A structured management approach ensured that programs aligned with community needs while remaining accountable and transparent. Increased participation from local residents—beginning from the planning phase and extending through implementation and evaluation—enhanced the relevance and legitimacy of the programs.

The more efficient allocation of resources helped reduce unnecessary spending and ensured that available funds were used optimally. With better resource management, LPM was less reliant on external funding and more capable of developing self-sustaining programs. Moreover, stronger collaboration with external stakeholders allowed for integrated program delivery and greater synergy. Government agencies and private sector actors provided financial support, training opportunities, and technical assistance that contributed to the success of LPM's initiatives.

Routine evaluation and monitoring provided valuable feedback for refining less effective programs and replicating successful ones. This adaptive cycle created a responsive organizational culture within LPM, where decisions were increasingly based on empirical evidence and practical reflection. Ultimately, the PKM helped position LPM in Rempoa as a more efficient and impactful institution capable of producing scalable and sustainable community development outcomes.

In implementing the PKM, the participatory approach used was well-aligned with the specific needs of the local community in Rempoa, Ciputat, South Tangerang. The program involved local government representatives, LPM staff, and community participants in active and direct engagement during presentations, discussions, and follow-up activities. These interactions were supported by group discussions, leadership training, and mentoring related to education and family development.

The rationale behind this PKM design also draws upon comparative studies in other regions. In West Pasaman, studies showed that the effectiveness of empowerment in "Nagari Maju" and "Nagari Berkembang" remained below optimal levels. However, a case study in Cipatujah Village, Tasikmalaya, presented a more successful example where LPM managed to develop local tourism and micro-enterprises by packaging village tours, constructing homestays, and promoting them through social media, resulting in increased income and community welfare.

In contrast, the LPM in Sabalana Village, Pangkep, faced limitations due to geographical constraints such as sea transportation access and low public participation. Meanwhile, in Nitikan Village, Magetan, the LPM's ineffectiveness was linked to overly centralized programs, a lack of sustainability, poor public understanding of the LPM's function, and weak internal communication. These comparative insights suggest that effective LPM governance is characterized by participatory planning, transparency, accountability, and the ability to mobilize local potential such as microenterprises, tourism, and environmental initiatives like waste banks.

Findings from the PKM in Rempoa also indicated areas that require further attention. Public participation and local engagement remained suboptimal, highlighting the need for improved awareness and community outreach. Human resource distribution and the engagement of subject-matter experts were also uneven, and some locally based programs

lacked consistency and effective monitoring. Transparency in reporting and impact communication also needs strengthening, particularly in documenting the outcomes of empowerment initiatives such as the waste bank and small business development, which were still not properly recorded or regularly supported.

As a result, the measurement of success indicators for these community empowerment programs must be restructured to ensure their positive and measurable impact. Recommendations from this PKM include implementing continuous management training for LPM leadership focused on planning, monitoring, and evaluation; adopting a bottom-up approach to program design that involves residents from the beginning; strengthening internal communication and increasing public awareness about the LPM's role; establishing strategic partnerships with village governments, NGOs, and private sector actors for funding and training; and building indicator-based evaluation systems centered on participation, economic empowerment, microenterprise growth, and household income.

A well-managed LPM—one that is participatory, transparent, and accountable—consistently leads to stronger community participation, the emergence of new local enterprises, and improved household income. Empowerment programs rooted in local potential not only offer tangible benefits but also serve as models for broader development replication. Nevertheless, managerial issues such as limited human capital, internal communication challenges, and the sustainability of programs must be addressed systematically to ensure enduring success.

CONCLUSION

The implementation of the community service program (PKM) was carried out by actively involving both the board members and participants of the Community Empowerment Institution (LPM). The effectiveness of organizational management within LPM proved to be a crucial factor in determining the success of community empowerment programs. Institutions equipped with strong management systems demonstrated the ability to plan, execute, and evaluate programs in a participatory and goal-oriented manner. In practice, LPMs have shown tangible contributions to enhancing community welfare, although several challenges remain. These challenges highlight the need for regular capacity building, technical assistance from government agencies, and stronger synergy with other institutions to support the sustainability of empowerment efforts. Following the implementation of the PKM activities, several recommendations can be made to improve the effectiveness and overall impact of LPM's organizational management in administering community empowerment programs. First, strengthening the managerial roles and functions within LPM requires continuous support and alignment with their intended mission. In this regard, the academic and technical expertise available at Universitas Pamulang—through its lecturers, students, and institutional support systems—should be harnessed as a strategic opportunity to contribute to meaningful community engagement. The application of academic knowledge in real-world contexts will not only fulfill societal needs but also uphold key values such as integrity, professionalism, transparency, and collective action. Through these collaborative efforts, it is expected that communities, particularly in Rempoa and surrounding areas, will benefit from improved economic conditions and an enhanced quality of life.

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