

ANALYSIS OF VILLAGE APPARATUS PERFORMANCE IN IMPLEMENTING VILLAGE GOVERNMENT IN PALLIMAE VILLAGE, POLEANG DISTRICT, BOMBANA REGENCY

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Abstract

Fundamental problems, such as the lack of clear Standard Operating Procedures, often confuse the community in managing administration. Furthermore, the discipline of village officials remains low, evident in their lack of punctual attendance at the office even though residents have arrived since morning. This has led to dissatisfaction and criticism from the community. The purpose of this study was to analyze the performance of Pallimae Village officials, Poleang District, Bombana Regency, in administering village governance. This study used a descriptive qualitative approach with data collection techniques through in-depth interviews, direct observation, and documentation. Data analysis techniques included examining the data, then classifying it based on the type or relevant needs, followed by verification, and finally drawing conclusions. The results showed that the performance of village officials was not fully optimal. In terms of quality indicators, the lack of written service standards resulted in inconsistent administrative processes and still contained errors. In terms of quantity, the high workload was not balanced with the limited number of human resources, resulting in service queues. The punctuality indicator was the weakest aspect due to inconsistencies in working hours and low discipline. Meanwhile, aspects of effectiveness, independence, and work commitment were deemed quite good, but were still hampered by limited infrastructure and incentives. Other major obstacles included a lack of public understanding of administrative requirements and slow disbursement of incentives for civil servants.

Keywords: Performance, Village Government Apparatus, Public Services, Pallimae Village, Indonesia

A. INTRODUCTION

The Indonesian government has implemented a decentralization policy since 2001, granting broad authority to regional and village governments to independently manage resources and public services. This policy places village officials in a crucial position as the vanguard in assisting local governments in providing optimal public services to rural communities. According to Law Number 32 of 2014 concerning Regional Government, a village is defined as a legal community unit with defined boundaries and the authority to regulate local community interests based on their origins and customs recognized within the Unitary State of the Republic of Indonesia.

To carry out this regulatory mandate, the support of a strong, professional government apparatus is required, with the ability to "think globally but act locally." Regional governments, as implementers of the mandate to accelerate community welfare, must be capable of managing the human resources available within their respective regions. Village governance is not merely

an administrative matter, but a strategic aspect of the national development system. As the smallest governmental unit, a village's success in improving welfare depends heavily on the performance of its apparatus (De Fretes et al., 2024).

Previous research has shown that the performance of village officials is the spearhead of public service. The effectiveness of village governance is largely determined by how village officials carry out their strategic roles (De Fretes et al., 2024). However, the reality on the ground often shows a gap between regulation and implementation. Although Law No. 6 of 2014 concerning Villages details the duties of village heads and their staff to lead transparent and accountable governance, the quality of service at the grassroots level remains a frequent complaint (Dinillah & Rodiyah, 2024).

In accordance with Law Number 25 of 2009 concerning Public Services, every service provider is required to provide fast, timely, transparent, and accountable services. Furthermore, Law Number 14 of 2008 concerning Public Information Disclosure requires village governments to provide participatory spaces for the community. The discipline and professionalism of government officials, as stipulated in Article 26 paragraph (4) of the Village Law, demand clean and efficient governance. This presents a significant challenge, given that village communities are currently developing dynamically and requiring increasingly complex services.

The problem in this research lies in the phenomenon of declining service quality at the village level caused by low competency and work discipline. Many villages, particularly in remote areas of Indonesia, still face the classic problem of a lack of capability among village officials in identifying development opportunities and carrying out administrative responsibilities. Poor organizational performance automatically hinders the achievement of the village institution's vision and mission of improving the welfare of its people.

This research focuses on an in-depth analysis of specific obstacles related to the effectiveness of workflows and the responsiveness of government officials to public criticism in the specific region of Southeast Sulawesi. In Pallimae Village, Poleang District, Bombana Regency, indications of weak public service performance were found. Initial observations revealed a lack of clear service standards, such as detailed time guidelines and workflows. As a result, residents often lack certainty regarding the duration of service processes. Furthermore, the village government's low sensitivity to citizen complaints was observed due to the lack of an adequate forum for public outreach, which directly contradicts the spirit of the Public Information Disclosure Law. Discipline issues were also highlighted in Pallimae Village. The phenomenon of village officials arriving at the office at 10:00 a.m., while residents had been waiting since 8:00 a.m., represents a clear violation of the principle of professionalism stipulated in the Village Law. This situation has created collective dissatisfaction within the community with the results of village governance.

Based on this background and problems, this study aims to analyze the performance of village officials in governance in Pallimae Village, Poleang District, Bombana Regency. It is hoped that this research will serve as a reference for Pallimae Village in establishing more structured, effective, and responsive public service standards to meet the needs of modern society.

B. LITERATURE REVIEW

Performance Theory

Performance, derived from the word "performance," refers to activities that produce specific outputs. This term is defined as the work achievements of individuals or groups within an organization carried out responsibly to achieve common goals according to their respective roles and authorities (De Fretes et al., 2024). Performance refers to the ability of an individual

or organization to complete predetermined tasks or work effectively and efficiently. Performance is typically measured through a number of indicators, such as productivity, work quality, efficiency, speed, timeliness, innovation, and problem-solving ability. Good performance can reflect the ability of an individual or organization to achieve desired goals and results (Pramida & Mulyanti, 2023).

Ideal performance depends on collaboration, starting with individuals with high-quality resources and working toward a common goal. Performance can be influenced by individuals, organizational systems, leadership, situations, and work teams (De Fretes et al., 2024). According to Robbins (2006) In Wahyu Subadi's journal, there are six indicators for individual apparatus performance, namely:

- a. Quality, which is a measurement of work quality through employee perceptions of the quality of work and the perfection of tasks relative to employee skills.
- b. Quantity, which is the amount produced expressed in terms such as the number of units or the number of activity cycles completed.
- c. Timeliness, which is the degree to which activities are completed on time while maximizing the time available for other activities.
- d. Effectiveness, which is the degree to which organizational resources (labor, money, technology, raw materials) are maximized with the aim of increasing output from each unit of resource use.
- e. Independence, which is the degree to which an employee carries out their work functions with cooperation, discipline, initiative, and creativity.
- f. Work commitment, which is the employee's responsibility to the company.

Village Apparatus Theory

Village officials are village officials who assist the village head in carrying out his duties and authorities in accordance with Law Number 6 of 2014 concerning Villages. According to Article 48 of Law Number 6 of 2014, village officials consist of the village secretary and other officials. Village officials are the lowest level of government service providers. In carrying out their duties and functions, they must be able to demonstrate their quality as public servants. As public servants, village government officials are representatives of the community (Dinillah & Rodiyah, 2024). The village apparatus consists of the Village Head, Village Secretary, General Affairs Head, Finance Head, Planning Head, Government Affairs Head, Service Head, and Community Affairs Head (Pongantung et al., 2021). To improve synergistic performance, each village official is required to maximize their individual potential. Therefore, village official performance needs to be continuously improved to achieve high quality service (Dinillah & Rodiyah, 2024).

Village Government Theory

The Village Government is the executive body, and the Village Consultative Body is the legislative body. To exercise its authority to regulate and manage the interests of its community, the Village Consultative Body (BPD) was established as a legislative body and a forum that serves to accommodate and channel community aspirations (Lestari et al., 2024). The village head is the leader of a village, in today's society he is elected directly from the local population on the condition that he is a citizen of the Republic of Indonesia.

Public Service Theory

Sinambela defines public service as an effort to fulfill the desires and needs of the community carried out by state administrators. 14. Public Service Law Number 25 of 2009 states that all efforts to organize, guide, foster, provide various facilities and services and others organized by government officials are part of fulfilling the needs of the community in accordance with applicable laws and regulations. In the implementation of public services, it

is stated that it must include principles that can be used as a measure for service providers in providing a service (Suriani, 2023).

C. RESEARCH METHODOLOGY

In this study, the researchers used a qualitative, descriptive approach. The research location was Pallimae Village, Poleang District, Bombana Regency. The informants included the village head, village secretary, government official, and community members. Data analysis techniques included examining the data, classifying it based on its type or relevant needs, followed by verification, and finally drawing conclusions.

D. RESULT AND DISCUSSION

The analysis in this discussion is based on six performance indicators: quality, quantity, timeliness, effectiveness, independence, and work commitment. These six indicators are interrelated and provide a comprehensive overview of the performance of village officials.

Quality of Village Apparatus Work

The quality of the performance of village officials in the administration of Pallimae Village is demonstrated through their ability to provide administrative services to the community in a friendly, polite, and responsible manner. The friendly and open attitude of the officials towards the community reflects an awareness of the importance of services oriented towards community satisfaction. However, the quality of the services provided is not yet fully optimal. This is due to the absence of written and clearly displayed Service Standards. As a result, service procedures sometimes change and errors are still found in the preparation of administrative documents. The competence of human resources in mastering information technology also still needs to be improved.

Quantity of Village Apparatus Work

Pallimae Village officials face a high workload, particularly in population administration and correspondence services. On certain days, the number of people requiring services increases significantly, requiring village officials to work more intensively. Consequently, the current performance of Pallimae Village officials is considered less than optimal. Although village officials have attempted to complete work to the best of their ability, the limited number of officials is a major obstacle to achieving optimal work volume. Village officials often have to juggle several tasks simultaneously due to absences or assignments outside the office.

Punctuality of Village Apparatus

Punctuality is a crucial indicator in assessing the performance of village officials, as it directly relates to the discipline and reliability of public services. Establishing service hours aims to create order and certainty in service. Although Pallimae Village has established official service hours, their implementation has been inconsistent. In practice, service punctuality has not been consistently maintained. Village officials are often absent from the office during service hours due to fieldwork, unforeseen events, and a lack of supervision and work discipline. This situation results in services not always being available at the designated times, thus hampering the community's administrative processes. This inconsistency hinders administration and costs the community time and money. It also reduces public trust in the performance of village officials.

Effectiveness of Village Apparatus Work

Pallimae Village officials have strived to provide simple and straightforward services. Some administrative services can even be completed in a single visit, demonstrating efficiency in the service process. However, service effectiveness still faces various challenges, particularly limited facilities and infrastructure. The lack of technological facilities, such as dedicated service computers, hinders the acceleration and improvement of service quality.

Performance evaluations have not been conducted routinely and in a structured manner, resulting in suboptimal service improvements.

Independence of Village Apparatus

The independence of village officials demonstrates their ability to carry out tasks without relying entirely on their leaders, as well as their initiative and responsibility. Pallimae Village officials are considered quite independent in carrying out their duties in accordance with their respective main tasks and functions. From the community's perspective, village officials are considered responsive and prompt in providing services. This demonstrates that village official independence has supported the smooth implementation of public services.

Village Apparatus Work Commitment

The work commitment of village officials is related to their level of sincerity, loyalty, and responsibility in carrying out their duties as public servants. Pallimae Village officials demonstrate a relatively high level of commitment, reflected in their willingness to continue serving the community despite limited facilities and a heavy workload. However, consistent service hours and punctuality remain ineffective, and service outside of working hours remains situational and irregular. Although considered good, this commitment needs to be strengthened through continuous improvement to ensure optimal and consistent service.

The performance of Pallimae Village officials faces three main obstacles. First, low administrative literacy among the public, who often neglect to socialize requirements, leaving officials caught in the dilemma of enforcing regulations or being perceived as obstructing service delivery. Second, delays in disbursement of incentives directly undermine motivation and work discipline, forcing officials to seek additional income to meet their living expenses. Third, low legal awareness regarding rights and obligations impacts time management and work effectiveness. Therefore, a joint commitment is needed to increase legal awareness and resolve incentive issues so that excellent service based on discipline can be fully realized.

E. CONCLUSION

The overall performance of Pallimae Village officials is suboptimal due to various limitations in several key indicators. In terms of quality, the lack of written service standards results in uneven bureaucratic processes and is prone to administrative errors. Quantitatively, the high workload is disproportionate to the number of personnel, resulting in long queues and suboptimal service. Punctuality is the weakest aspect due to low discipline and numerous unannounced agendas that hinder official service hours. Nevertheless, officials are considered quite effective in completing simple services and demonstrate good independence in making technical decisions without always having to wait for the village head. Furthermore, the loyalty and work commitment of officials remain strong despite limited facilities, although consistent improvements in time discipline are still needed.

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