



VILLAGE OFFICIALS' PERFORMANCE IN PUBLIC SERVICES IN MANGKUHUNG VILLAGE, MIRI MANASA DISTRICT, GUNUNG MAS REGENCY

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ABSTRACT

The Mangkuhung Village officials' performance in providing public services to has not been optimal as evidenced by frequent complaints regarding the services provided. This quasi-qualitative research aims to obtain a general description and analyze the performance of village officials in providing public services in Mangkuhung Village. The research results showed that some officials have understood their duties and functions, but the village government had not disseminated the standard operating procedure for public services to the people, and there had been no routine training conducted by village officials. In the innovation aspect, public services were still carried out conventionally. As for the speed and accuracy of work, it was quite well, although there were some employees were not quick enough in responding to public complaints. In the aspect of cooperation, there were obstacles related to the lack of routine coordination both internally and externally. In conclusion, the performance of Mangkuhung Village officials in giving public services was in fairly good category. This research recommends strengthening budget priorities for training/technical guidance activities to increase the capacity of village officials, and to strengthen telecommunications networks in Mangkuhung Village.

Keywords: Officials' Performance, Public Service, Service Innovation.

ABSTRAK

Kinerja aparatur desa dalam memberikan pelayanan publik kepada masyarakat Desa Mangkuhung belum optimal. Hal tersebut dibuktikan dengan seringnya keluhan dari masyarakat terkait layanan publik yang diberikan. Penelitian ini bertujuan untuk memperoleh gambaran umum dan menganalisis kinerja aparatur desa dalam pelayanan publik di Desa Mangkuhung. Metode penelitian ini merupakan quasi kualitatif. Hasil penelitian menunjukkan bahwa sebagian aparatur telah memahami tupoksi yang dimiliki, namun pemerintah desa belum menyebarkan SOP layanan publik kepada masyarakat, dan belum adanya kegiatan diklat yang secara rutin dilakukan oleh aparatur desa.

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Aspek inovasi menunjukkan bahwa pelayanan publik masih diselenggarakan dengan cara konvensional. Adapun terkait dengan kecepatan dan keakuratan kerja sudah cukup baik dilakukan, meskipun dalam pelaksanaannya masih terdapat sebagian pegawai yang kurang cepat dalam merespon keluhan masyarakat. Adapun aspek kerjasama masih menghadapi kendala terkait dengan minimnya koordinasi rutin yang dilakukan baik secara internal maupun eksternal. Kesimpulannya, kinerja aparatur desa dalam pelayanan publik di Desa Mangkuhung menunjukkan kategori cukup baik. Penelitian ini merekomendasikan adanya penguatan prioritas anggaran untuk kegiatan diklat/bimtek bagi peningkatan kapasitas aparatur desa, dan untuk penguatan jaringan telekomunikasi di Desa Mangkuhung.

Kata Kunci: Kinerja Aparatur, Pelayanan Publik, Inovasi Layanan.

INTRODUCTION

The village government, according to Law Number 6 of 2014 concerning Villages, is the administration of government affairs and the interests of the local community in the government system of the Republic of Indonesia. The village government plays an important role in the administration of government at the village level and is assisted by village officials in providing public services to the community. Village officials, as public service officials, have the duty and responsibility to provide services to the community according to their wishes and to assist the village head in carrying out his duties. Therefore, village officials are required to have commitment, ability, skills, sincere concern, and a high sense of empathy in carrying out their duties to serve the community.

Public service, according to Law Number 25 of 2009, is an activity or series

of activities to meet service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.

To provide quality public services, especially at the village level, optimal performance is needed from village officials. Basically, performance is the result of work achieved by government employees, both individually, in groups, and institutions, in accordance with the vision, mission, and goals that have been set (Dewi et al., 2021). Based on the results of initial observations, the performance of village officials in providing public services in Mangkuhung Village was still not optimal. This can be seen from the fact that several village officials were unable to carry out their main duties and functions and tasks were only assigned to people who were able to do the work. As a result, there was an accumulation of work and an uneven

workload, which had an impact on the declining quality of public services to the community. Another example was the small number of Certificate of Indigence (*Surat Keterangan Tidak Mampu/SKTM*) issued over the past few years. In 2022, only one person received a SKTM, while in 2023 and January to May 2024, only four people received the certificate. This number was certainly very low and did not reflect the optimal performance of village officials in providing public services to the community, especially related to the issuance of SKTM. In addition, there were still village communities that did not fully understand the requirements for receiving Direct Cash Assistance-Village Funds (*Bantuan Langsung Tunai-Dana Desa/BLT-DD*) for beneficiary families (*Keluarga Penerima Manfaat/KPM*). To measure employee performance, in this case village officials, several indicators that can be used include: understanding of duties, innovation, work speed, work accuracy, and cooperation (Fadel, 2009).

Previous research have provided mixed results regarding the performance of village officials in public services. Dewi et al. (2021) concluded that the performance of Wage Village office employees, Sabbangparu District, Wajo Regency met public service standards

based on work performance, expertise, and leadership, but behavior did not meet the standards. Purba et al. (2022) found that the performance of village office employees in Bertah Village, Karo Regency ran effectively, but there was still a need to improve the quality of human resources and infrastructure to support performance in running village government.

This research has novelty and differences from previous research, namely focusing on the performance of village officials in public services in Mangkuhung Village, Miri Manasa, Gunung Mas Regency which has never been studied before, using 5 (five) different performance assessment indicators, namely understanding of duties, innovation, work speed, work accuracy, and cooperation. This research aims to obtain a general overview and analyze the performance of village officials in public services, especially in the issuance of Certificate of Indigency in Mangkuhung Village, Miri Manasa District, Gunung Mas Regency.

THEORETICAL REVIEW

Employee Performance

Employee performance can be defined as an assessment of employee work results in encouraging the

achievement of organizational goals (Anton et.al, 2021). According to Fadel (2009), employee performance can be measured through understanding of duties, innovation, work speed, work accuracy, and cooperation.

METHOD

This research used quasi-qualitative approach conducted by processing and describing data comprehensively according to the problems studied to obtain research results. Rahardjo (2023) stated that the quasi-qualitative approach uses theory from the beginning of the research. This research focuses on the performance of village officials in public services and the factors that influence the performance. The research was conducted at the Mangkuhung Village Office, Miri Manasa District, Gunung Mas Regency, for three months, March to May 2024. The research informants were 14 people who were selected purposively. They consisted of 4 village officials, 2 RT heads and 8 community members. They were selected based on the consideration that they informants knew well about and were directly involved in the implementation of issuing SKTM to the community in Mangkuhung Village. Data collection was carried out through interviews,

observations, and documentation. The data analysis used the concept of Miles and Huberman in Sugiyono (2017), which consists of data collection, data reduction, data presentation, and drawing conclusions. The data from all informants were processed and analyzed based on research needs.

RESULTS AND DISCUSSION

Performance of Village Official in Public Services in Mangkuhung Village, Miri Manasa District, Gunung Mas Regency

The performance of village officials in providing public services in Mangkuhung Village, Miri Manasa District, Gunung Mas Regency was quite well, but was still not optimal. This was found from the results of interviews with the 14 informants based on several indicators used to measure employee performance, namely: a. understanding of duties and functions, b. innovation, c. work speed, d. work accuracy, and e. Cooperation (Fadel, 2009). However, there are still several aspects that need to be improved.

To measure employee performance, Fadel (2009) listed several indicators, namely: understanding of duties and functions, innovation, work speed, work accuracy, and cooperation. The indicators are further described as follows.

a. Understanding the main duties and functions

In an interview, Gali, S.Pd. (53 years old), as the Head of Mangkuhung Village, stated that the clarity of the duties and functions for each apparatus was clear, but in its implementation, there were still some officials who do not understand it well. The knowledge of the officials in carrying out their duties still needs to be improved, especially through training or technical guidance. However, due to budget limitations, it can only be done once in 2023. Likewise, the skills of the village officials need to be improved, as some officials were not able to carry out their duties properly.

In an interview, Darli (29 years old), as the Head of Service Section for Mangkuhung Village, stated:

As the Head of the Service Section, I feel that communication and coordination with the leadership are quite good. I always try to understand the duties and functions as best as possible, although sometimes there are still confusing things. A clear and complete SOP (standard operating procedure) is needed so that the duties and functions can be implemented properly, but for SKTM and BLT-DD, the SOP is still unclear. My knowledge in carrying out tasks still needs to be improved, considering that the training and technical guidance provided are still minimal. My skills may be sufficient, but for other officers, they may still need to be improved so that they can carry

out their duties optimally.

Based on the interview, it was discovered that the communication and coordination process carried out by the Village Head so that all officials could work well according to their duties was quite good, although not optimal. This can be seen from the minimal coordination meetings held, which were only once in 2023 and none in 2024 (until May). This lack of coordination could lead to the officials' lack of understanding regarding their duties. The duties and functions were stated in the form of Standard Operating Procedures (SOP), but the data showed that the public service SOP had limited information. For example, the SOP for making SKTM and BLT-DD only required photocopies of KTP (identification card) and KK (family membership card). This indicates that the clarity of the duties and functions had not been properly stated in a clear and complete SOP. The officials' knowledge about their duties still needs to be improved as seen from the minimal increase in the capacity of the village officials. In 2023, only one field study was conducted to West Java Province.

Nurrahman & Rahmadanita (2022) stated that good organizational performance is closely related to good

employee management. Therefore, it is necessary to increase the quantity and quality of village official management in organizing public service functions. Moreover, Rumbekwan et al. (2021) also stated that the officials' ability and work discipline are factors that influence the performance of an organization.

Understanding of the main tasks and functions can be related to the officials' knowledge. Nurrahman et al. (2021) stated that the officials' adequate knowledge can be improved through education and training activities. Based on research interviews, it was discovered that the village government should be able to prepare budget priorities for training the village officials. Technical training attended by the officials can play an important role in increasing their capacity and quality (Meidyanto et al., 2021). Therefore, the village officials need to be given ample opportunities to improve their knowledge and skills through training activities.

Based on observation results, the village official's attitude in providing services to the community was quite friendly and provided convenience, but there was still minimal clarity of service information given to the community. This was reflected in the minimal number of SKTM issuances which indicated slow

service. Based on data from Mangkuhung Village, only one SKTM was issued in 2022, 4 in 2023, and 4 in the January-May 2024 period, indicating that the village officials's understanding regarding their duties and functions in issuing SKTM was still not optimal. The village officials had not fully provided optimal assistance to the community, as explained by the Head of *Rukun Tetangga* (RT) that some officials was not able to carry out their duties properly. Nurrahman et al. (2022) argued that one of the supporting factors of implementation of public service functions is adequate socialization activities. The socialization activities need to be carried out comprehensively for the entire community down to the RT/RW level. This is in line with Maryulina et al. (2023) that socialization can provide a positive response from the community, especially regarding public awareness in ownership of population documents.

In addition to socialization, the provision of outreach services that can be carried out by the local village government is also recommend. This is in line with the research findings of Marfiati & Reviandani (2023) which stated that outreach services are considered quite effective in accelerating ownership of public service documents for the community. The outreach services can

also be a breakthrough or service innovation and can encourage increased public awareness regarding ownership of civil documents (Putri, 2023).

The attitude of the leader (village head) in measuring employee performance based on the coordination and communication with the village officials which was quite good, although not optimal, as seen from the minimal coordination meetings held. In addition, understanding of the main tasks and functions was also influenced by the limited level of education of the village officials. Only the Village Head had a Bachelor's degree (S1). Meanwhile, none of the other village officials had a Bachelor's degree and the most of the village officials had only graduated from high school.



Figure 1. Lack of information regarding Public Service SOPs

Figure 1. reinforces the indication that the SOP for public services, especially those related to the issuance of SKTM, has not been disseminated by the village government. Meanwhile, the existence of SOPs is a must in providing

public service functions. SOPs make it easier for village officials to achieve their goals as set. This is in line with the findings of previous studies which stated that SOPs are a flow that clearly informs about time, output, and completeness of other procedures, which can facilitate the public service process (Riduan et al., 2023). Thus, the existing SOPs should be disseminated in the form of banners or brochures, and can be informed to the public. In addition, the dissemination of SOPs can also be done through social media owned by the local village government. It is hoped that the public can be more aware of service procedures and the officials can be more careful in providing these services.

b. Innovation

Based on the interviews with the three informants, innovation in public services in Mangkuhung Village had not been carried out effectively. This can be seen from the lack of interaction media between the officials and the community and between the leader with the officials. Public services were still carried out in conventional ways. This was due to the limited telecommunications network in the village which had impeded public services for the community. Interaction between the community and the village government also faced obstacles.

Research results showed that there were limitations to the telecommunications network in the village, therefore budget priorities are needed to improve the telecommunications network and innovation of public services in the village.

Service innovation is necessary for the government in providing public service functions. Public service innovation is currently supported by the mandate of the central government through public service digitalization programs. Lailiyah (2022) stated that the existence of digital public services is expected to realize transparency of services in the village. The digitalization of public services in the village is considered to be able to increase interaction between the community and the village government (Christover et al., 2023). Public service innovation is believed to be able to provide convenience for public services in villages (Kurniasih, 2023).

c. Work speed

Based on the results of interviews, observations, and available supporting data, it can generally be concluded that the work speed of Mangkuhung Village officials in public services was quite good, although not optimal. This is supported by data such as the minimal number of

SKTM issuances, which indicate the slow service, and the minimal clarity of information on the distribution of BLT-DD.



Figure 2. BLT-DD Distribution Process in Mangkuhung Village

Figure 2 shows the process of distributing BLT-DD in Mangkuhung Village. Research results showed that some village officials were not able to provide a quick response in serving the community, handling complaints/grievances, and were still often late in providing services to the community. A quick response from the officials is one of the driving factors for the success of the objectives of public services being carried out (Rahmadanita & Dowa, 2021). This was also emphasized by Santoso et al. (2021) who assessed that the response of the officials to complaints received from the community and the guarantee of timeliness in providing services can support the function and effectiveness of public services. Thus, that the village

government needs to provide guidance and evaluation of the officials' performance in providing public services, especially in issuing SKTM. Guidance given by the leader of the organization is expected to encourage better official performance (Nurrahman et al., 2020). Evaluations should be carried out periodically and the results of these evaluations can be the first step for the officials to improve their performance. Evaluation in the form of rewards and punishments can be an alternative in improving the performance of village officials. In line with that, Dewi et al. (2024) stated that consistent rewards are expected to increase employee motivation, while disproportionate punishments can reduce performance, so that reform of the organizational performance evaluation and monitoring system is needed to create a better balance between the two.

d. Work accuracy

Based on the results of the interviews, observations, and supporting data, it can be concluded that the work accuracy the Mangkuhung Village officials in public services was quite good, although not optimal. This can be seen from the existing complaints from the public regarding the results of the officials' work which were often confusing and inaccurate.

Referring to the research results, a more effective supervision system by the government is needed, especially the local Heads of District Head and Village, to their officers. Supervision carried out directly by the leaders has a positive effect on the performance of the officials (Teturan & Wati, 2014). In addition, leadership factor also influences the performance of the officials (Rohmatiah & Anggraini, 2019). Thus, in addition to the dissemination of service SOPs, increasing the quantity of service socialization and outreach, and strengthening budget priorities for employee training activities, it is argued that to improve the work accuracy of the village officials, internal and external supervision is needed from the leaders of the village government and from the community.

e. Cooperation

Gali, S.Pd. (53 years old), as the Head of Mangkuhung Village, in an interview asserted that cooperation between the Village Head and village officials was quite good, although there was room for improvement, especially in the limited coordination. Interview results with other informants indicated that cooperation between the leaders and village officials in Mangkuhung Village was still not optimal, with a lack of

coordination meetings and collaboration between the officials in providing services to the community.

Based on the results of interviews, observations, and supporting research data, it can generally be concluded that cooperation in implementing public services in Mangkuhung Village had been going quite well, although not optimal, in terms of cooperation between leaders and village officials and cooperation among fellow village officials. This is based on existing data that coordination meetings with leaders was held, although the frequency was still minimal, that is twice in 2023 and once in 2024 (until May). Improved coordination is sought to realize the capabilities of the officials (Fitriana, 2015). Routine coordination can be carried out through planning meetings, implementation, and evaluation of public service activities. In line with this, routine evaluations is considered as a means of control for the officials' performance achievement (Sartika & Rohayati, 2024). Additionally, the initial steps in apparatus development can also be carried out through routine coordination between leaders and their subordinates (Wanimbo et al., 2020) and can be carried out across sectors (Husna & Mulyani, 2020). Thus, this research proposes cross-sector cooperation that can be conducted by the

local village government to improve village official performance. This can be done with other local government agencies or to the sub-district, especially in the context of developing the capacity of the officials in providing public services in Mangkuhung Village.

CONCLUSION

The performance of village officials in public services, especially in issuing SKTM in Mangkuhung Village, was categorized as quite good. This can be seen from the officials' understanding of their duties and functions. However, the village government had not disseminated the SOP for public services to the community and the participation of village officials in training or technical guidance activities was still minimal. The innovation aspect showed that there had been no digitalization of public services organized by the Mangkuhung Village Government due to limited telecommunications networks. As for the work speed and accuracy, they were quite well, although some employees were not quick enough in responding to public complaints. The aspect of cooperation still faced obstacles related to the lack of routine coordination carried out both internally and externally.

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