

Analysis of Human Resource Needs for the Government of Tulung Village, Sampung Sub-district, Ponorogo Regency

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Abstract

This research aims to map and analyze human resources needs in Tulung Village, Sampung Sub-district, Ponorogo Regency, based on law number (No) 6 of 2014. It uses descriptive and qualitative design to obtain primary and secondary data through interviews and documents, while triangulation obtained validity. The results showed that the average age of the village apparatus was around 33%, below 36-40. The replacement should be prepared because the impact on performance and mastery of technology is limited, and the distribution of education levels from senior high school is 62%. Therefore, skills improvement, educational level, and additional skills are needed to improve village apparatus.

Keywords: Village Apparatus; Good Governance; Human Resources

Abstrak

Kajian ini bertujuan untuk melakukan analisis kebutuhan SDM Pemerintahan di Desa Tulung, Kecamatan Sampung, Kabupaten Ponorogo berdasarkan regulasi atau undang-undang nomor 6 tahun 2014. Penelitian ini berjenis deskriptif kualitatif, dengan sumber data yang diperoleh dari hasil wawancara dan juga dokumen, peneliti melakukan uji triangulasi untuk memperoleh keabsahan data. Hasil penelitian memperlihatkan bahwa perangkat desa yang berusia diatas 36-40 tahun sebanyak 33%, selain itu sebesar 62% perangkat desa lulusan Sekolah Menengah Atas, kemudian dari hasil wawancara dengan perangkat desa mereka menyatakan banyak kesulitan dalam upaya beradaptasi dengan kemutahiran teknologi, yang mengganggu kinerja, kondisi ini harus di sikapi dengan melakukan persiapan penggantian perangkat desa yang sudah menginjak purna sesuai amanat undang-undang, sehingga akan memperoleh kandidat perangkat yang sesuai dengan kebutuhan lembaga, selain itu ada beberapa usulan dari pemerintah desa terkait *update* tambahan keterampilan, supaya dapat meningkatkan kecakapan aparat desa.

Kata kunci: Perangkat Desa; Good Governance; Sumber Daya Manusia

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INTRODUCTION

The system of a village government is regulated by the mandate of Law number 06 of 2014. Various matters regarding the government's authority are regulated, including 1). authority originating from origin rights, 2). the village-scale local authority, 3). the authority granted by the Provincial, Regency, and City governments, 4). The Provincial, Regency, and City governments assign other authorities.

The village government emerged as a new force with the freedom to implement policies and manage affairs in its territory without being regulated by the central government. During the Old Order era, the village had always experienced a centralized government model (Sajangbati, 2015). In the end, extensive authority in performing governmental tasks creates logical consequences, requiring villages to change work procedures and ineffective habits, especially with great authority and responsibility related to financial resources. Therefore, this has become a new problem, likened to a "double-edged dagger" where governance needs to be carried out professionally and effectively to sustain the existing spirit of autonomy (Labolo, 2017).

The implementation of village government is a subsystem of the system. Therefore, it has authority and manages the interests of its communities through development planning by involving village communities through deliberations (Pamungkas, 2019).

According to the data collected, the funds to be managed by the village

government transferred from the disbursement of state revenue and expenditure budget funds range from 800 million to 1 billion Rupiah. In Indonesia, around 72 thousand villages are spread from Sabang to Merauke (Bahrudin, 2016). The demands become necessary when they are not accompanied by the ability to manage human resources and financial management in performing their main tasks and functions, given the heavy workload and limited quality of human resources.

Under the existing form and format, the government includes the head, assisted by the village apparatus to carry out various activities, such as 1). Administration, 2). Implementation of development, 3). Community development, and 4). Community empowerment is based on Pancasila (Sugiman, 2018). The capacity to carry out synergy after the birth of Law number 06 of 2014 concerning villages raises two main issues 1). Administrative capacity and untrained bureaucratic governance, 2). Village government accountability in managing large budgets (Mulyono, 2014).

Strengthening institutions after the birth of Law Number 6 of 2014 concerning villages requires the readiness of human resources to carry out their main tasks and functions. Therefore, it is very important to develop a human resource mapping model. The human resource needs relevant to the law's mandate can be analyzed to trigger good and clean governance.

According to this view, good governance is an agreement regarding

state arrangements jointly by the government, the public, and the private sector. The agreement includes all mechanisms, processes, and institutions where citizens and community groups express their interests, legal rights, and obligations and bridge differences between them.

Good governance is administering state power to provide public goods and services. The government, private sector, and community play a role in implementing this concept, and each domain has an equal position. Good governance includes participation, transparency, law-abiding, responsiveness, agreement-oriented, effective and efficient, equality, accountability, and strategic vision (Enceng, 2008).

Governance indicates using political, economic, and administrative authority to manage state affairs. This term specifically describes the changing role of government from service provider to facilitator and from state property to people. The focus is performance or quality improvement, and it administers state power to provide public goods and services. Good governance is the most urgent issue in public administration management. The demand to organize good governance is in line with the level of public knowledge and globalization. Good governance contains values that uphold the people's will and increase the ability to achieve the goals of independence and social justice. It forms the functional aspects of government that are effective and efficient in carrying out their duties.

Good governance has been known since the reform era, and other countries' economic crises and historical conditions also influenced the development. The economic crisis that hit Indonesia was caused by bad governance and rampant KKN (Corruption, Collusion, and Nepotism). The practice of KKN is a serious concern and infects almost all elements of government. The impact is the poor quality of public services. Government administrators are only busy fulfilling their interests, and this impedes the development process, increases crime, increases the number of unemployed, increases the number of poor people, reduces health status, lowers the quality of education, and creates conflicts in the regions. The implementation of good governance is a breath of fresh air that could repair a corrupt system and the poor quality of public services.

The following are some of the problems: 1). There is no match between the demands of the community's needs and the ongoing bureaucratic reform. 2). High degree of diversity of problems in search of a final decision or solution. 3). The tendency to abuse and violate authority and the behavior and actions of Corruption, Collusion, and Nepotism are still high. Furthermore, the provision of controls over the performance of government apparatus is weak. 4). Increasing demands for public participation in formulating and implementing public policies. 5). Public demand for applying the principles is increasing to improve governance. 6). The era of decentralization resulted in increasing demands for the delegation of

authority, responsibility, and decision-making. 7). Inadequate institutional and governance systems result in low performance of the relevant government apparatus resources (Bahrudin, 2016).

The concept contains principles that form the basis of governance, including participation, the rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, and accountability (Astomo, 2014). It is a barometer for improving governance from the center to the regions, emphasizing democratic, transparent, and accountable processes.

The enactment of the law on villages, as stipulated in Law no. 06 of 2014, shows the practice in small government environments. The village government is given great authority with large budget disbursements to carry out development, empowerment, and public services. However, the severity of the tasks brings logical consequences to changes in mechanisms and different work climates. A mechanism for increasing the function should be accompanied by the capacity and performance of the village government, especially the apparatus. The fundamental problem is that the capacity should be improved and increased to perform systematic, effective, and professional planning and budgeting practices.

The minimum capacity of the village apparatus has resulted in very ineffective administration of government, development, and services to the community. Therefore, it is necessary to increase capacity through

intensity, extending time, and deepening material coupled with financial management (Sitti Aminah, 2018). The existence of government has not been able to function properly. One of the factors is the village apparatus's insufficient capacity and the limitation in skills (Fajarwati, 2019). The apparatus should have professional human resources to run good governance hence village fund management can be held accountable (Moh. Ubaidillah, 2018).

The on-the-job method is carried out through an apprenticeship and guidance process. Meanwhile, the off-the-job method involves employees in training and other education organized by the government, and the training improves the village apparatus's competence. The problems require a mapping model or equipment capacity mapping to plan professional and integrated human resource management. Furthermore, the village head should own this analytical ability as a leader and plan comprehensive human resource development according to needs.

Government human resource planning should be made systematically for proper control, analysis, and evaluation. Detailed interpretations can be carried out regularly regarding the policies and tactical steps. An overview of the analysis and mapping can be understood through the flow built from several previous research. Therefore, the research team will be able to determine the road map conducted annually.

The flowchart shows the stages in the process of mapping and analysis

related to the development of Government human resources from several previous research in scientific articles and research results.

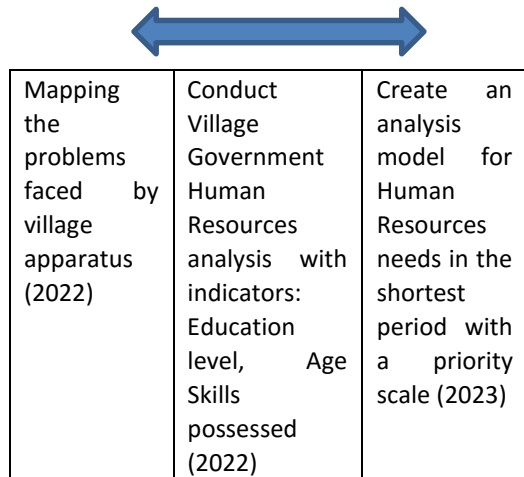


Figure 1 Mapping patterns and analysis of village government human resources

Continuous efforts are needed to organize the village government's human resources. Therefore, they can carry out human resource planning under village needs, facing all forms of change. The research is titled: "Analysis of Human Resources for the Government of Tulung Village, Sampung Sub-district, Ponorogo Regency," and is very rare. From previous research, the result obtained on the capacity of village apparatus (Asrori, 2014), (Isakh, Muhafidin, & Halimah, 2022), (Utama, 2020), (Linda, 2019).

Some of these studies only examine the professional demands of government human resources or village apparatus, which are good and have the skills needed to achieve organizational goals. Meanwhile, this research determines the extent to which mapping efforts are structured to optimize institutional needs.

METHOD

This research uses a qualitative descriptive design to obtain primary and secondary data. Primary data are the results of speech and actions from the interview process, while secondary sources are obtained from written documents, such as 1). Village government documents containing biodata and portfolio of apparatus, 2). Law Number 6 of 2014 concerning village government. Furthermore, the informants totaled 13 people consisting of village heads and apparatus, as follows:

Table 1 Data of Tulung Village Apparatus

NAMA	JABATAN	TEMPAT
BIBIT	Kepala Desa	Ponorogo
EDI WLJAYANTO, S.Pd	Sekretaris Desa	Ponorogo
SRINGATIN	Kepala Urusan Tata Usaha dan Umum	Ponorogo
ANDRI PURNOMO	Kepala Urusan Keuangan	Ponorogo
MISMANTO	Kepala Urusan Perencanaan	Ponorogo
SUPRIONO	Kamituwo Dukuh Mendakilang	Ponorogo
SAMUDI, BA	Kamituwo Dukuh Pilang	Ponorogo
KASNO	Kamituwo Dukuh Dorokenong	Ponorogo
WIDODO	Kamituwo Dukuh Tulung	Ponorogo
SUMADI	Kepala Seksi Pemerintahan	Ponorogo
MAHSUN HADI	Kepala Seksi Kesejahteraan	Ponorogo
SUGIANTO	Kepala Seksi Pelayanan	Ponorogo
JAMAN	Staf Urusan Keuangan	Ponorogo

Source: village data

This research was conducted through several stages, a). Collection of primary and secondary data, b). Verification of the data, c). Conduction of data analysis and mapping of village apparatus, d). dissemination of results related to the Village Government Human Resources management map. The data that has been collected will be tested for its validity in the form of

source and technique triangulation (Hidayati & Septiani, 2015).

RESULTS AND DISCUSSION

This research determines the extent to which government human resources can be mapped and analyzed. It is necessary to look at existing regulations and policies as the basis in Law Number 6 of 2014 concerning village governance. Several components in HR mapping and analysis are explained, including a). the measure of village-level education, b). the measure of the age level of village apparatus.

Education level of Village Apparatus

Most village apparatus have graduated from senior high school, and their level of education also influences job demands and technological development (Bibit, 2022). The human resources in Tulung village are very old, and the senior high school level also dominates the education level (Sumadi, 2022).

The level of education is felt to greatly affect performance, and many devices have difficulty operating computer-based systems (Sringatin, 2022). Looking at the explanations from several informants, the Tulung Village apparatus's education level is minimal, and job demands influence the ability of human resources.

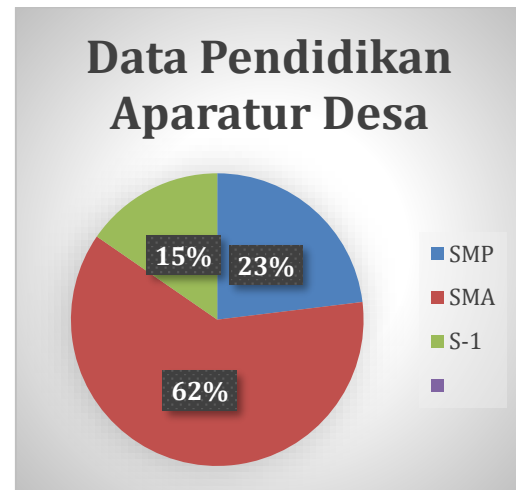


Figure 2. Village Apparatus Education Data
Source: processed from village data

According to Law Number 6 of 2014, "Village Apparatus have education as low as general high school ." The education level is dominated by senior high school graduates, with a percentage of 62%. However, there is still an inaccuracy because there are apparatus educated only up to the junior high school level at 23%. The conditions in Tulung Village illustrate that performance is greatly influenced by human resource capacity, one of which is the level of education.

Village Apparatus Age Level

There was difficulty following developments in the village government system, apart from being incompetent or technologically illiterate, since the age factor is very influential (Hadi, 2022). Older people often encounter difficulties and technical problems when operating the system (Sugianto, 2022).

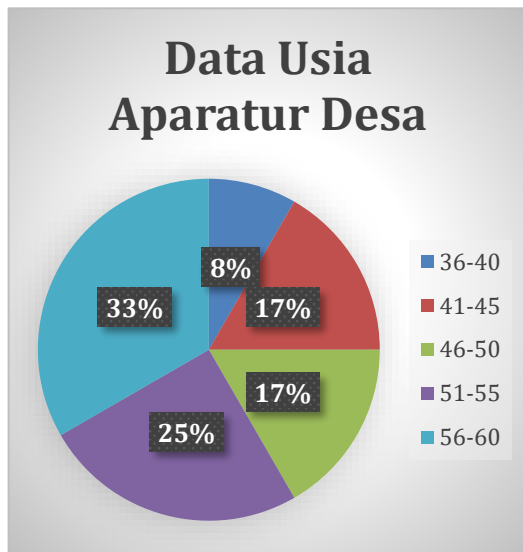


Figure 3. Age Level of Village Apparatus
Source: processed from village data

Based on Law Number 6 of 2014, Article 50 states that "village apparatus meet the age requirements of 20 to 42 years". From the diagram above, age dominates village apparatus with a percentage of 33% aged 36-40 years and over. The percentage of village apparatus over the age of 42 is still high, hence the turnover of village apparatus is still very low.

The data and interviews of Human Resources in Tulung Village showed that the condition of the concept is not yet ideal. This will greatly complicate the village apparatus's main tasks and functions, as stated in Article 18 of Law Number 6 of 2014). This is related to the authority to administer village government, implement development, and community empowerment based on initiatives, rights of origin, and customs. Furthermore, good technical skills are also required, and the average age of village apparatus cannot easily obtain the required level.

CONCLUSION

The human resources owned by the Tulung Village Government, Sampung District, Ponorogo Regency, show less than ideal conditions. In addition, the distribution of education levels is still quite low because it is dominated by senior high school graduates. The average age of the village apparatus hinders the process of performing the tasks and impacts the performance of the village government. Therefore, it is necessary to have a sustainable plan related to procuring village apparatus with young qualifications, highly educated, intelligent, and master of technology in achieving good governance.

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