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## Village Apparatus Service Towards Community in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency

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**Abstract:** Administratively, public services are one of the functions of the government in providing convenience for the community to exercise their rights and obligations. Public services are one of the responsibilities of government agencies, both at the central, regional and village levels. According to Law No. 6 of 2014 in article 11, it is stated that the Village Government consists of the Village Government and the Village Consultative Body. Meanwhile, according to Aceh Qanun no. 5 of 2003, the Village Government in the Province of Nanggroe Aceh Darussalam is a community unit that is under the mukim and has the right to organize and build its own household affairs. The formulation of the problem in this study is How is the service in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency. How is the implementation of services in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency. Theoretical Usefulness The results of this study can give birth to concepts and theories of administrative science, especially educational administration regarding organizational discipline and improving human resources. Practical Use The results of this study can contribute to decision makers in the implementation of discipline coaching in the community, especially for village officials, especially in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency. This study uses a qualitative research method. The results of the study, The low level of effective and efficient service in Lambiheu Siem Village provides quality services to the community Slow and inefficient services, including the low work ability of Lambiheu Siem Village Apparatus due to the low level of education and training possessed by the apparatus is one of the inhibiting factors in the implementation of services in the village government. And the limited facilities and infrastructure to support the management of village services, such as the limited number of computers, inadequate work space in the hamlet government office.

**Keywords:** Services, Village Apparatus, Community.

## INTRODUCTION

Public service is one of the responsibilities of government agencies, both at the central, regional and village levels. The implementation of public services is one of the functions of the government in providing convenience to the community in exercising their rights and obligations. Public service refers to all types of services provided by the government to the community in order to meet public needs and interests. The concept of public service focuses on principles such as accessibility, fairness, responsiveness, quality, and accountability in providing quality services to the community. The concept of public service in the context of village government includes the principles and approaches applied by the village government in providing services to its community, this is in line with Article 1 paragraph 1 and 2 of Law Number 6 of 2014 concerning Villages which explains as follows: Villages are villages and customary villages or those called by other names, hereinafter referred to as Villages, are legal community units that have territorial boundaries that are authorized to regulate and manage government affairs, local community interests based on community initiatives, original rights, and/or traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia. Village Government is the implementation of government affairs. The application of the concept of public service in village government aims to improve the quality of life of people at the village level, meet basic needs, and encourage active community participation in village development.

According to Law No. 6 of 2014 in Article 11 it is stated about the Village Government which consists of the Village Government and the Village Consultative Body. While in Article 1 of Law Number 11 of 2006 concerning the Government of Aceh it states that; Gampong or other names are legal community units that are under the mukim and led by Keuchik or other names who have the right to organize their own household affairs. Keuchik as a leader in the era of decentralization in the organization of village government, especially in Aceh, he no longer positions himself as the sole ruler in the village who likes to give orders, but as a leader. He must be able to encourage and increase the enthusiasm for development of all village residents, from planning, implementation to utilization of development results, openly and democratically by involving all officials. The village head or Keuchik, especially in Aceh, in carrying out his duties is assisted by the Village apparatus and is responsible to the regent/mayor through the regional secretary of the Regency/Mayor. The accountability of the Keuchik to the regent/mayor through the regional secretary of the Regency/City is administrative accountability. The meaning of "through" does not mean that the Keuchik is a direct subordinate of the regional secretary, because structurally the Keuchik is directly under the sub-district head.

Basically, the burden of duties carried out by the village head is not light, as emphasized in Law Number. 23 of 2014, concerning Regional Government and Law Number. 6 of 2014 concerning Villages, the Village Government section explains that the Village Government or referred to by another name, the village head and village apparatus as elements of the village government organizer. The Village Consultative Body or referred to by another name, hereinafter abbreviated as BPD is an institution that is the embodiment of democracy in the implementation of village government as an element of the village government organizer. In the implementation of services, in addition to the village apparatus, there are also customary institutions whose identities are recognized as part of the culture of the Acehnese people, the position of the village is under the mukim and has authority, as well as the role of customary institutions clearly. Strengthening existing customary institutions was then also strengthened again with the issuance of Qanun No. 10 of 2008 concerning customary institutions. The Qanun contains more information about the functions and roles of traditional institutional officials in Acehnese society, from the duties of a Keuchik to the role of the Aceh Traditional Council (MAA) which creates Wali Nanggroe in fostering and coordinating existing traditional

institutions. Traditional Institutions in Qanunn No. 10 of 2008 consists of the Aceh Traditional Council, Imeum Mukim, Imeum Chik, Keuchik, Tuha Peut, Tuha Lapan, Imeum Meunasah, Keujruen Blang, Panglima Laoet, Peutuah Seuneubok, Haria Peukan, Syahbanda and Pawang Glee.

According to Hardiyansyah (2018: 20) in the context of public services, it is stated that "Public Services can be interpreted as activities provided to assist, prepare, and manage either goods or services from one party to another with the aim of improving the welfare of the community in accordance with public needs." The position of government officials in services will greatly determine the extent to which the government is able to provide the best possible service to the community, which will thus be in accordance with the objectives of its establishment. The existence of complaints from the community that are seen is the Village Office or Keuchik Office as an element of the bureaucratic institution service that has duties and authorities in the field of public services, both administrative services and non-administrative services, including administrative services such as collecting letters of introduction from the village for community needs, such as making SKCK, KK, KTP and other letters. Here, government officials, especially Village Apparatus, in providing ongoing service activities to the community experience inconsistencies, including staff who are authorized to take care of the needs of the community who need the service are not at the service location during office hours, the Apparatus' working hours are not in accordance with applicable provisions so that the community has difficulty in completing their needs, staff are not responsive to community complaints, in serving the community the attitude and behavior of staff are indifferent, services to certain community groups appear to be differentiated.

The efforts of village officials in improving services to the community are aimed at achieving quality services that are disciplined, fair and orderly in accordance with the needs of the community so that every complaint from the community can be resolved properly and properly so that it shows maximum results, these efforts can be done by organizing and re-monitoring the SOP of each village official in carrying out their duties and responsibilities to the community, namely by neatly arranging the duties of each village official and starting to rearrange work hours in accordance with the SOP, choosing equipment according to individual abilities, not because of internal elements, so that all activities can run quickly because they have mastered their fields. In implementing services to the community, the village head is obliged to monitor and direct his members to remain disciplined and not play around in carrying out their duties and responsibilities. For village officials who violate their duties and responsibilities must be reprimanded so that they can improve their performance, Each village official must have techniques and understand what their responsibilities and duties are in providing services to the community.

Providing good services to the community is expected to be more responsive to the interests of the community itself, where the paradigm of community services that have been running so far has shifted from centralized services to services that provide more focus on management that is oriented towards community satisfaction, but on the other hand, the services provided by village officials to the community are also expected to have a clear legal basis, have planning in decision making, have social goals in community life, have good standards in the community. Development planning in the village cannot be separated from the implementation of village officials which are a leading unit in carrying out tasks and responsibilities to the community and are strategic in the success of all planned programs. Therefore, efforts to strengthen solidarity and cooperation among village officials are steps in accelerating the realization of optimal welfare for the community as the goal of village programs.

This empowerment concept can be implemented through a program to improve the quality or ability of local village officials. This is very important considering that the village is

the smallest unit in the governance system in the Unitary State of the Republic of Indonesia and is directly related to its people, thus it is expected that the village officials can carry out their duties and responsibilities well to the community. The phenomenon that occurs in the village is feared that the work program will not be implemented well, seen from the quality of village official services which are under sharp scrutiny from the village community. This problem can be seen from the low ability and expertise of village officials in carrying out their duties and responsibilities well and can be seen from the educational background and work ethic of village officials. However, in reality the services provided in carrying out their duties and responsibilities are still far from satisfactory, especially in overcoming problems that occur in the community.

The village head has an important role in carrying out the service function to the community. The village head and the ranks of the village apparatus have a very large responsibility and obligation in terms of providing excellent service to the village community itself, and the efforts made by the village apparatus to work optimally in providing service functions, especially since the village population is quite large so that it is inevitable that dynamics and obstacles will emerge in their duties. Based on the above phenomenon, I as a researcher am interested in conducting further research by raising the title "Village Apparatus Services to the Community in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency".

## **THEORITICAL REVIEW**

### **Public Services**

Service is one of the spearheads of customer satisfaction efforts and is a must that must be optimized by both individuals and organizations, because the form of service provided reflects the quality of individuals or organizations that provide good public services. According to Wasistiono in Hardiyansyah (2018: 11) states that "Public service is the provision of services by the government, private parties on behalf of the government or private parties to the community with or without payment in order to meet the needs and/or interests of the community".

Basically, public service has 3 (three) meanings, namely about or how to serve, efforts to serve the needs of others by obtaining monetary rewards and convenience provided in connection with the sale and purchase of goods or services. This assumption, as Donald's view in Hardiyansyah (2018: 10) states that "Service is basically an activity or benefit offered by one party to another party and is essentially intangible and does not result in ownership of something, the production process may also not be associated with a physical product". In the further development of public services, etymologically service comes from the word "layan" which means helping to prepare or take care of what someone needs, so as Poerwadarminta's opinion in Hardiansyah (2018: 10) states that "Service can be interpreted as" about "or" how to serve ", service or service, in connection with the sale and purchase of goods or services. Service can be interpreted as an activity provided to help prepare and take care of either goods or services from one party to another. For a more detailed understanding of the service, Ivancevich in Winarsih (2013: 2) states that "Services are invisible products (cannot be touched) that involve human efforts and use equipment".

Furthermore, the definition of service as stated by Gronroos in Winarsih (2013: 2) states that "Service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interaction between consumers and employees or other things provided by the service provider in question to solve problems". In the theory of public service as stated by Winarsih (2013: 5) states that public service or public servants are all kinds of service services provided either in the form of goods or public services which in principle are the responsibility and implemented by government agencies at the center, in the regions and the environment of

State-Owned Enterprises (BUMN) or Regional-Owned Enterprises (BUMD), in an effort to fulfill the needs of the community or in the context of implementing the provisions of laws and regulations.

Service is essentially a series of activities, therefore service takes place routinely and continuously covering the entire life of the organization in society. The process in question is carried out in connection with mutual fulfillment of needs between recipients and service providers. Every activity that is beneficial in a group or unit, offers satisfaction even though the results are not tied to a physical product. Service as in Hardiyansyah (2018: 20) defines that "Service can be interpreted as an activity provided to assist, prepare, and take care of either goods or services from one party to another".

Public service is inseparable from the issue of public interest, which is the origin of the term public service. Defining public service is a series of activities carried out by the bureaucracy to meet the needs of user citizens. As according to Zeithaml-Parasuraman-Berry in Pasolong (2014: 42). Put forward one of the theories about service quality that is widely known is the quality of service "a consumer's decision to consume or not consume a good or service is influenced by several factors including their perception of service quality". In other words, the quality of service provided by the provider depends on the consumer's perception or the service provided. This statement shows a strong interaction between "consumer satisfaction" and service quality.

To find out the quality of service that is actually felt by consumers, there are indicators of consumer satisfaction measurements that lie in five dimensions of service quality according to what consumers say.

Public Service Theory according to Pasolong (2014: 49), the five dimensions of service quality are (a) Tangible, Physical evidence, namely the ability to show its existence to external parties. What is meant is that the appearance and ability of physical facilities and infrastructure and the surrounding environment are real evidence of the services provided. (b) Reliability, Reliability, namely the ability to provide services as promised accurately and reliably. (c) Responsiveness, Response, namely a willingness to help and provide fast and accurate services to the entire community by conveying clear information. (d) Assurance, Guarantee and certainty, namely knowledge, politeness, and the ability of employees to foster a sense of trust in customers. Consisting of several components including communication, credibility, security, competence, and courtesy. (e) Empathy, Providing sincere and individual or personal attention given to customers by trying to understand customer desires.

In line with this idea, public service according to Moenir (2010: 26) states that "Activities carried out by a person or group of people based on material factors through certain systems, procedures and methods in order to fulfill the interests of others in accordance with their rights. then the implementation of public services is based on (a) Public interest, namely that services must not prioritize personal and/or group interests; (b) Legal certainty, namely the guarantee of the realization of rights and obligations in the implementation of services; (c) Equality of rights, namely that the provision of services does not differentiate between ethnicity, race, religion, gender, and economic status; (d) Balance of rights and obligations, namely that the fulfillment of rights must be comparable to the obligations that must be carried out, both by the provider and recipient of services; (e) Professionalism, namely that service implementers must have competencies that are in accordance with their field of duty; (f) Participatory, namely increasing community participation in the implementation of services by considering the aspirations, needs and expectations of the community; (g) Equal treatment/non-discriminatory, namely that every citizen has the right to receive fair services; (h) Transparency, namely every service recipient can easily access and obtain information about the desired service according to the wishes and desires of the community; (i) Accountability, namely the service implementation process must be accountable in accordance with the provisions of laws and

regulations that have been determined in accordance with applicable laws; (j) Facilities, namely special treatment for vulnerable groups, namely providing facilities to vulnerable groups so that justice is created in services; (k) Timeliness, namely the completion of each type of service is carried out on time according to service standards; (l) Speed, then and affordability, namely each type of service is carried out quickly, easily and affordably.

To find out the quality of service that is actually felt by consumers, there are indicators of consumer satisfaction measurements that lie in five dimensions of service quality according to what consumers say, Pasolong's theory (2014: 49), the five dimensions of service quality are: (a) Physical Evidence, Physical evidence is the ability to show its existence to external parties. What is meant is that the appearance and ability of physical facilities and infrastructure and the surrounding environment are real evidence of the services provided. (b) Credible, Credible is the ability to provide services as promised accurately and reliably. (c) Response, Response is a willingness to help and provide fast and accurate service to the community by conveying clear information. (d) Assurance, Assurance and certainty are knowledge, politeness, and the ability of employees to foster a sense of trust in customers. Consisting of several components including communication, credibility, security, competence, and courtesy. (d) Empathy given to customers by trying to understand customer desires.

In principle, every service provided by a government agency must always improve its quality according to the wishes of its clients or the community below it. The community, which is a customer of public services, also has needs and expectations for the performance of professional public service providers, so that what is now the task of the central government and regional governments is how to provide public services that can satisfy the community.

## **Organization**

Organizational theory is a special theory to assess the performance and service of a particular organization. In addition, organizational theory also realizes the existing vision and mission. The science of influencing each other is studied properly in the organizational environment. In an organization there are various kinds of work so that coordination is needed so that these activities can run well. According to Hodge and Anthony in Purwanto (2013: 1.11) stated that organizational theory is a group of concepts, principles and hypotheses used to explain the components of an organization and how these components apply. This means that organizational theory can help us understand what an organization is and how an organization relates to its environment, while management theory is an explanation of management practices, in other words explaining how managers behave and how managers work.

In line with the development of various theories, as Purwanto (2013: 1.3) states that the organization is a human tool to organize work so that humans cannot ignore the existence of the organization. With the organization, work can be carried out effectively and efficiently, therefore knowledge about the organization is important for people who pay attention to the organization.

In Purwanto's theory (2013: 1.3) it is also explained that "To understand an organization is not merely a single entity but it is a system that is closely related to the environment". The main element of organizational structure is differentiation which is the process of forming and supervising the division of labor or level of specialization in the organization, while integration is the process of coordinating various tasks, functions, and divisions so that they can work together and achieve the same goals. Likewise, differentiation is classified into 2 (two) parts as Lorch in Purwanto (2013: 1.32) states that (a) Vertical differentiation, is the way used by organizations in designing authority hierarchies and creating reporting relationships to connect organizational roles and sub-units; (b) Horizontal differentiation, is the way used by organizations to group tasks into roles and roles into sub-units (functions and divisions).

Phenomenologically, organizational communities are very difficult to distinguish because "Communities are bound by rules or provisions that must be obeyed", but this term is also meant in organizations, as stated by Makmur (2013: 107) who states that an organization is a form of social association of groups of people who interact and react to each other in a bond of regulation and order, by having functions and tasks as a unit that leads to achieving common goals and has clear boundaries so that each person involved in the association of unity that has a common goal can be separated firmly.

In this form of cooperation, it requires interaction and social reactions of organizational life in order to achieve previously set goals. So in another view according to Robbins in Purwanto (2013: 1.31) states that "An effective organization is an organization that designs its structure and culture according to stakeholder desires". In organizational development, the survival of the organization is influenced by 2 (two) factors as stated by Makmur (2013: 120) that (a) Changes in the competitive environment; (b) Strong influence of "shareholder" values.

In line with this, it is not too different from the definition as Herbert, Arthur, Sherman in Moekijat (2011: 2) stated as follows: Organizational development means different things to various experts in this field, but basically organizational development is a method to facilitate change and development in people (for example in style), values, skills in technology (for example in greater simplicity), in complexity and in organizational processes and structures (for example in relationships, roles).

Organization is a structure that exists in an institution or government as according to Bangun (2013: 220) states that "Organization is a process to change systems in an organization to solve problems faced by an organization". Thus, in an organization, an organizational development process is usually carried out as according to Bangun (2013: 220) states as follows (a) Identification and Formulation of Problems. (b) Collecting Information. (c) Processing and analyzing Information. (d) Implementation of Organizational development. (e) Evaluation. In many opinions on the theory of organization as a human tool to organize themselves with other humans, both unifying visions, behaviors and actions in aligning conditions so that a job to be done is easier to complete properly, therefore the existence of the organization is not easy to ignore if you have made yourself a member of the organization itself. In organizational theory, it is explained explicitly as stated by Robbins in Purwanto (2012: 1.15) that "An organization is not something that is singular and complete, but the organization itself actually consists of components of the environment, information, change, goals, size, design, work and others."

## **Human Resources**

Human resources as a real need in an organization to complete tasks assigned to the personality as Hasibuan (2013: 05) states that "Human resources are all humans involved in an organization to strive to realize the goals of the organization". Human resources are all people involved in a job to achieve common goals in an organization. It can also be said that human resources are assets in the organization so that the organization must strive to obtain and place quality human resources in every position in the organization, so that with the right expertise, a job will be very effective in carrying out tasks and responsibilities according to their expertise and the abilities of each worker. According to Hasibuan (2013: 10) states that "Human Resource Management is the science and art of regulating the relationship and role of the workforce to be active and efficient in helping to realize the goals of the company, employees and society", Therefore, in general, it is necessary to have an honest, careful, and objective selection of prospective workers, so that the human resources obtained truly meet the requirements and criteria of their function in the organization.

All human resource needs are important for professional and expert personnel, as the driving force of all components owned with their expertise to get the best in every human resource development in the scope of the Aceh government. The theory of human resources

contains various meanings so that Hasibuan (2013: 69) states as follows: Human Resources (HR) should be the potential that exists in humans to realize their role as adaptive and transformative social beings who are able to manage themselves and all the potential in them towards achieving welfare in a balanced and sustainable order. In the context of human resource development, it is often discussed about development or change in humans throughout life, both quantitatively and qualitatively, which includes aspects of development or change (physical, cognitive and psychological). Human Resources in a company or organization have a very important role. Management, planning and organizing in the company environment require Human Resources to run the process. It can also be said that human resources are organizational assets so that organizations must strive to obtain and place quality human resources in every position in the organization. According to Sugiyono (2016: 7), "Human development is a scientific study of the ways in which humans change quantitatively and qualitatively, which do not change over time according to circumstances."

According to Martoyo's view in Siagian (2012: 13) states that "The purpose of human resource development is to improve the abilities, skills and attitudes of organizational members so that they are more effective and efficient in achieving program targets or organizational goals". In addition, it is also necessary to be clear and note that in this human resource development effort, individual and group performance is subject to continuous improvement and that people in the organization are developed in an appropriate manner to maximize their potential and promotion. Thus, Manulang's view in Siagian (2012: 13) states that the purpose of employee development is actually the same as the purpose of training given to employees, in fact the purpose of training and the purpose of effective employee development are to obtain 3 (three) things, namely: (a) Increasing knowledge; (b) Increasing skills; (c) Changing attitudes. Human resources (human resource development) when viewed from a macro perspective is a process of improving the quality or ability of humans in an organization in order to achieve a national development goal (planning, development, and management of human resources. Nadler in Siagian (2012: 15) states that "Human resource development as an experience organized over a certain period of time to determine the possibility of changes in performance, or in general to improve individual abilities". Human resources (HR) in its important sense as viewed by Sedarmayanti (2016: 13) states that "Human resources are policies and practices that determine the "human" aspect or human resources in management positions, including recruiting, screening, training, rewarding and evaluating". Based on human resource development, especially in local government as an effort or process carried out by an organization to improve abilities, knowledge and skills by improving its performance. Improving human resources that are considered to have competence as Douglas and James in Sedarmayanti (2016: 17) describe Human Resource Management is the process through which optimal fit is achieved among the employee, job, organization, and environment so that employees reach their desired level of satisfaction and performance and the organization meets its goals". (Human resource management is a process through which optimal fit is achieved between employees, organizational work and the environment so that employees achieve the level of satisfaction and performance they desire and the organization meets its goals). Based on the opinion of Fhatoni (2016: 31) who stated that "Human resources support the organization with work, talent, creativity and encouragement. No matter how perfect the technological and economic aspects are, without humans it is difficult for an organization to achieve its goals".

## **METHOD**

The problems to be studied in this study use qualitative research methods, which aim to find, analyze and manage direct events in the field by understanding social interactions through interviews and observations. As in Moleong's opinion (2012: 6) explains that qualitative

research is research that intends to understand the phenomenon of what is experienced by research subjects such as behavior, perception, motivation, actions and others holistically and descriptively in the form of words and language, in a specific natural context by utilizing various natural methods. Qualitative research procedures do not have a standard pattern. Qualitative research collects and records data in detail from various problems related to the object of research. The implementation of data collection is directly carried out by the researcher himself by making observations and directly participating actively in the process.

This research is a type of qualitative research, which according to Lincon and Guba in Moleong (2012: 17) is "Research that emphasizes more on revealing meaning and process, natural setting and is used as a source of direct data from the researcher himself as a small instrument". Furthermore, Moleong (2012: 5) states that qualitative descriptive research is used based on predetermined considerations (1) Adjusting qualitative methods is easier when dealing with reality in the field. (2) This method directly presents the essence of the relationship between researchers and respondents in the field. (3) More sensitive and more adaptable to many sharpenings of mutual influence and to value patterns faced in the field so that they are more sensitive to the objectives that want to be focused on in the field.

The focus of the research is very useful for the discussion of the research object that is taken from other benefits so that researchers are not easily trapped in the large amount of data that will be obtained later in the field. Determining the focus of the research is more directed at the levels of novelty of the information that will later be obtained from economic and social situations, which are very useful for limiting qualitative studies and also limiting research in order to choose which data is relevant and which data is not relevant to review how the service processes are, whether they are relevant or not and also to measure the level of public satisfaction with the service so that information is obtained accurately and effectively so that researchers understand more. The focus of the research is the outline of the research, so observation and analysis of research results will be more focused. Focus can also be interpreted as a single domain or several domains related to social situations, that the limitation of problems and topics in qualitative research is more based on the level of importance, the urgency of the problem to be solved through research will increasingly create new problems. Sugiyono (2016: 207) limitations in qualitative research are more based on the level of importance, urgency and reliability of the problem to be solved. This research focuses on: (1) Services in Lambiheu Siem village, Darussalam sub-district, Aceh Besar district; and (2) Implementation of Services in Lambiheu Siem village, Darussalam sub-district, Aceh Besar district.

Data collection techniques are part of the data testing process related to sources and methods for obtaining research data. Techniques in data collection can be implemented and used to collect data according to research procedures so that the required data is obtained, According to Sugiyono (2016: 224) "Data collection techniques are the most strategic step in research, because the main purpose of research is to obtain data. Without knowing data collection techniques, researchers will not get data that meets the established data standards" The data collection techniques used in this study are as follows: (1) Observation, Observation is a way to obtain data through direct observation of research objects to obtain information or data that is relevant to the research object. Furthermore, researchers understand and analyze various problems related to the research object, namely the Influence of Village Apparatus Performance in Improving Community Services in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency. Observations in this study will be carried out by researchers in Lambiheu Siem Village through direct observation in the field with appropriate research objects to obtain information or data that is relevant to the research object that is appropriate and effective according to research objectives. (2) Interviews, According to Sugiyono (2016: 317) interviews are used as a data collection technique, namely to find problems that must be

studied and also if researchers want to know more in-depth things from respondents. Interviews are not only conducted once or twice but repeatedly. By conducting in-depth interviews, it is hoped that complete and as in-depth information will be obtained. (3) Documentation, Documentation is one method of collecting qualitative data by viewing and analyzing documents made by the subject himself or by others about the subject. In Sugiyono's opinion (2016: 329) states: "Documentation techniques are a complement to the use of observation and interview methods in qualitative research. Through this technique, researchers can find out all conditions of the work environment, the condition of the work desk, and the cleanliness of the work space. In this case, researchers will see files and archives or other documents in order to find out and provide information on how good governance is implemented for public servants.

Data analysis in qualitative research is carried out during data collection, after data collection is completed in a certain period, during the interview, the researcher has analyzed the answers from the informants. If the answers interviewed after being analyzed are not satisfactory, the researcher will continue the questions again, to a certain stage so that the data is not saturated. Activities in analyzing qualitative data include (1) Data reduction, The data obtained in the field is quite a lot, so it needs to be recorded carefully and in detail. Reducing data means summarizing, choosing the main things, focusing on the important things, looking for themes and patterns. Data that has been reduced has provided a clear picture and made it easier for researchers to collect further data, and search for it if needed as accurate data reduction. (2) Data presentation, After being reduced, the next step is to present the data that has been processed by the researcher will be presented properly through writing. (3) Data verification and drawing conclusions, drawing conclusions is to verify data continuously throughout the research process, namely during the data collection process. Researchers try to analyze and find patterns, themes, relationships, similarities, things that often arise, are poured into tentative conclusions. Drawing conclusions is done during the research process as well as the data reduction process, after the data has been collected sufficiently, then a temporary conclusion is drawn, and after the data is completely complete, a final conclusion is drawn. Conclusions in qualitative research are new findings that have never existed before. Findings can be in the form of a description or picture of an object that was previously unclear so that after being studied it becomes clear.

## **RESULTS AND DISCUSSION**

### **Implementation of Services in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency**

#### **1. Effective and Efficient**

Effective and efficient services in Lambiheu Siem Village provide quality services to the community that are considered good, currently the existing system will be developed so that internal activities of the Village Government can run more structured. "With the capital of the compactness of the entire Lambiheu Siem Village Apparatus and community participation, of course this ideal will succeed. According to Wasistiono in Hardiyansyah (2018: 11) states that "Public service is the provision of services by the government, private parties on behalf of the government or private parties to the community with or without payment in order to meet the needs and/or interests of the community". Basically, public service has 3 (three) meanings, namely regarding or how to serve, efforts to serve the needs of others by obtaining monetary compensation and the convenience provided in connection with the sale and purchase of goods or services.

This assumption as Donald's view in Hardiyansyah (2018: 10) states that "Service is basically an activity or benefit offered by one party to another party and is essentially intangible and does not result in ownership of something, the production process may also not be associated with a physical product". Effective and efficient service means that village officials

are able to provide services that are easily accessible to the community. This can be achieved by providing good communication facilities, such as providing information through social media, village websites, or hotlines to receive complaints and service requests. Thus, the community can easily access information and submit service requests without obstacles. Effective and efficient service must prioritize quality. Village officials need to be equipped with adequate knowledge and skills to provide good service. They must be friendly, polite, and respectful of the community. In addition, services must be carried out professionally, accurately, and on time. By providing quality services, village officials can meet the expectations and satisfaction of the community.

Based on the research discussion as mentioned above, the findings of research 1 (one) are as follows:

**Finding 1:** Slow and inefficient service: Ignorance or incompetence of village officials can cause delays in the public service process, which in turn can disrupt the needs and interests of the community.

With Training and Development: Providing appropriate training and development opportunities for village officials so that they have the skills and knowledge needed to carry out public service tasks well.

## 2. Participation

The role of participation of the Lambiheu Siem village government apparatus is quite good, which is indicated by the commitment and sincerity of the apparatus in carrying out its duties and functions in providing services to the Lambiheu Siem Village community. The responsibility of the village apparatus is quite good, which can be seen from the obedience of the apparatus and the discipline shown to the community. Although there are things that need to be improved in public services in Lambiheu Siem Village, one of which is in the provision of population and land information data and boards, there has been no update of the latest Administrative data. The capacity of the village apparatus can be assessed from the extent to which they respond to the needs and requests of the community quickly and on time. The village apparatus must be able to provide solutions, information, or directions needed by the community efficiently.

According to Sumaryadi's opinion (2010: 46) Participation means the role of a person or group of people in the development process, either in the form of statements or in the form of activities by providing input of thoughts, energy, time, expertise, capital and/or materials, as well as participating in utilizing and enjoying the results of development. According to Tilaar's opinion (2019: 287), participation is a manifestation of the desire to develop democracy through a decentralization process where efforts are made, among other things, the need for bottom-up planning by involving the community in the planning and development process of their community. This is in line with the definition of service as stated by Gronroos in Winarsih (2013: 2) that "Service is an activity or series of activities that are invisible (cannot be touched) that occur as a result of interaction between consumers and employees or other things provided by the service provider in question to solve problems". As according to Zeithaml-Parasuraman-Berry in Pasolong (2014: 42). One of the widely known theories about service quality is service quality: "a consumer's decision to consume or not consume a good or service is influenced by several factors, including their perception of service quality."

Public services are the basic needs of every citizen, namely the management of various kinds of correspondence, legality, information and needs related to citizenship. Every citizen is required to have an ID card, and when taking care of something like applying for a job, the school must legalize the card, this service is very common in the sub-district office considering

that this is so much taken care of by the community, so maximum service quality is needed in accordance with the provisions in force in this country. Quality of service will only be obtained if it meets all the items/requirements needed to facilitate service activities to the community, such as the Infrastructure Factor from the government that provides equipment to support the smooth service process, then the quality of human resources requires good comprehension in order to receive responses from the community to the services that have been provided and the high responsibility of the service task implementers to provide the best service to the community.

The ability of village officials can be assessed from the extent to which they respond to the needs and demands of the community quickly and on time. Village officials must be able to provide solutions, information, or directions needed by the community efficiently.

Based on the research discussion as mentioned above, the findings of research 2 (two) are as follows:

**Finding 2:** Low community participation in a forum such as a meeting/deliberation in evaluating the inability of Lambiheu Siem village officials to provide effective and efficient public services in discussing plans or programs related to development activities to be implemented in the village.

There is a need to increase community participation in the decision-making process and village development programs to ensure more responsive and accountable public services.

## **Implementation of Services in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency.**

### **1. Internal**

Internal constraints in the process of Lambiheu Siem village apparatus towards services refer to obstacles or problems that occur within the village government system that affect the quality and quality of public services. One of the main constraints is the lack of number or quality of human resources available in the village apparatus. The lack of qualified and trained employees can hinder the provision of adequate services to the community. In addition, the lack of capacity development and training for village apparatus can also affect the quality of services provided.

According to Zeithaml-Parasuraman-Berry in Pasolong (2014: 42). One of the widely known theories about service quality is service quality "a consumer's decision to consume or not consume a good or service is influenced by several factors, including their perception of service quality". In general, the capacity of village officials in providing public services refers to their ability and effectiveness in providing services needed by the community at the village level. The capacity of village officials can be assessed from the extent to which they respond to the needs and demands of the community quickly and on time. Village officials must be able to provide solutions, information, or directions needed by the community efficiently. Village officials must provide clear and transparent information about the procedures, requirements, and rights of the community related to public services. This includes providing an easy-to-understand explanation of the services available, the costs involved (if any), and the steps required in the service process.

To overcome these obstacles, the following steps can be taken: Training and development, Improving facilities and infrastructure, Good budget management: Improving village budget management to ensure funds are available efficiently and effectively to support quality public services. Improving coordination and collaboration, Encouraging community participation. By overcoming these obstacles, it is expected that the capacity of Lambiheu Siem village officials in providing public services can be increased, which in turn will provide better

benefits for the community. Based on the discussion of the research as mentioned above, the findings of research 3 (three) are as follows:

**Finding 3:** The low work capability of Lambiheu Siem Village Apparatus is due to the low level of education and training possessed by the apparatus, which is one of the inhibiting factors in the provision of services in village government.

## 2. External

External factors in the constraints faced in the process of Implementing Lambiheu Siem Village Apparatus Services with limited Village Resources may face limitations in financial, human, and infrastructure resources that can affect the ability of village officials to provide public services. Limited budgets can limit the village's ability to provide the necessary facilities and equipment, or lack of staff can affect the speed and responsiveness of services. Public Service Theory according to Pasolong (2014: 49), the five dimensions of service quality are: Tangible, Reliability, Responsiveness, Assurance, and Empathy.

In principle, every service provided by government agencies must always be improved in quality according to the wishes of their clients or the community below them. The community, which is a customer of public services, also has needs and expectations for professional public service providers, so that what is now the task of the central government and local governments is how to provide public services that can satisfy the community. Professionalism Village officials are expected to carry out their duties with a high level of professionalism. They must treat the community with respect, maintain the confidentiality of personal information, and follow the ethics and service standards that have been set. Public services must be responded to as soon as possible, without waiting for time and complicated processes and a bureaucrat must be friendly in providing services to the community. Bureaucratic services in our government are less friendly and stingy with smiles. And it is true that this is what the community has been complaining about. Village officials are expected to provide public services in an efficient and effective manner. They must be able to use existing resources optimally to achieve the desired results. This involves managing time, budget, and workforce well to ensure adequate quality and speed of service. Based on the discussion of the research as mentioned above, the findings of research 4 (four) are as follows:

**Finding 4:** Limited facilities and infrastructure to support village service management, such as limited number of computers, inadequate work space in hamlet government offices.

## CONCLUSION

Based on the results of research and discussion on Village Apparatus Services to the Community in Lambiheu Siem Village, Darussalam District, Aceh Besar Regency, it can be concluded as follows: (1) The low level of effective and efficient services in Lambiheu Siem Village provides quality services to the community. Slow and inefficient services: Ignorance or inability of village officials can cause delays in the public service process, which in turn can disrupt the needs and interests of the community. (2) Low community participation in the inability of Lambiheu Siem village officials to provide good public services can reduce community participation in the decision-making process and village development programs. (3) The low work ability of Lambiheu Siem Village Officials is due to the low level of education and training possessed by the officials being one of the inhibiting factors in the provision of services in village government. (4) Limited facilities and infrastructure to support the management of village services, such as limited number of computers, inadequate hamlet government office space.

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