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## Subdistrict Head Supervision in Efforts to Improve the Performance of Village Officials in Cireunghas District, Sukabumi Regency (Study in Tegalpanjang Village, Cireunghas District)

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**Abstract:** This research is entitled Supervision of Subdistrict Heads in Efforts to Improve the Performance of Village Apparatus in Cireunghas District, Sukabumi Regency (Study in Tegalpanjang Village, Cireunghas District). From the author's initial observations, the performance of Village Apparatus has not been optimal, as can be seen from several complaints from several communities regarding public services. Apart from that, the sub-district is also not sensitive to phenomena in the field. The sub-district head, who is legitimized to implement the law, should develop village officials in order to improve their performance in accordance with the law. with its duties and functions. In this research, researchers used a qualitative approach. This research was conducted in Cireunghas District, Sukabumi Regency. Meanwhile, the objects in this research are place, actor and activity. Using combined triangulation and FGD techniques. The informants in this research included: the sub-district head, the sub-district secretary, the village development and supervision section, the head of Tegalpanjang Village, and the general public in Tegalpanjang Village, Cireunghas District, Sukabumi Regency. Data collection through participant observation, structured interviews and unstructured interviews. Study Documentation using tools: Observation Combination, Interview Guide, Field Notes, Data Validation using Triangulation (source, technique and time) and analysis using Reduction, Presenting Data and drawing Conclusions. Village Apparatus Performance (work performance) is the quality and quantity of work results achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Improving employee performance includes paying attention to supervision from superiors to employees. However, the sub-district head's supervision in an effort to improve the performance of the village apparatus is not yet optimal because motivation and awareness of employee discipline in their work is still lacking, thus becoming an inhibiting factor in the process of sub-district supervision in Cireunghas District, Sukabumi Regency.

**Keywords:** Supervision, Subdistrict Head, Rural Apparatus Performance

## INTRODUCTION

In government organizations, the readiness and capability of human resources of the apparatus is required. Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government which brings a new paradigm in the administration of Regional Government, has fundamentally changed government practices in the regions. One of the paradigm changes concerns the position, duties, functions and authority of the District.

Supervision is a management function that is very important for the dynamics, development and achievement of organizational goals so that it can run naturally and smoothly. Improving employee performance includes paying attention to supervision from superiors to employees. Supervision is an action or activity carried out by the leader to find out whether the work progress and results are in accordance with the plan.

Camat or another term for the leader and coordinator of government administration in the sub-district working area. The main duties and functions of the sub-district head are in accordance with Regent Regulation Number 101 of 2021 Article 4 paragraph (2) letter "i", stating that the sub-district head carries out guidance and supervision of village/sub-district government. Tegalpanjang Village is one of the villages in Cireunghas District, Sukabumi Regency, which has the same function as other villages in accordance with Minister of Home Affairs Regulation Number 84 of 2015.

From the author's initial observations in Tegalpanjang Village, Cireunghas District, Sukabumi Regency, the performance of Village Apparatus has not been optimal, as can be seen from several complaints from several communities regarding the service of village officials regarding working hours with established policies, as is the case with several village officials who still often arrive late and leave for business. personal during working hours without a clear reason, disbanding prematurely and lack of work enthusiasm.

Apart from the things above, the author also sees that the sub-district authorities are not sensitive to phenomena in the field. The sub-district head, who is legitimized to implement the law, should develop village officials in order to improve their performance in accordance with their duties and functions. Direction and control from the sub-district to the Village Apparatus is not optimal.

From the explanation above, and based on the problem findings during the pre-survey, the researcher is interested in conducting research with the title "Subdistrict Head Supervision In Efforts To Improve The Performance Of Village Officials In Cireunghas District, Sukabumi Regency (Study in Tegalpanjang Village, Cireunghas District)".

From the data above, the author indicates that there are still some employees who have not carried out their duties to serve the community optimally, it appears that employees are not fully responsible for the work they are given. The main research questions are as follows:

1. How is the Sub-district Head's supervision of the performance of Village Apparatus in Cireunghas District, Sukabumi Regency?
2. What factors are the measures of supervision so that its implementation is effective in Cireunghas District, Sukabumi Regency?
3. What efforts are being made to improve the performance of village officials in Cireunghas District, Sukabumi Regency?

## LITERATURE REVIEW

A literature review is one of the most important materials in supporting a research process, it contains a collection of relevant theories to clarify and strengthen the problems being studied.

### **Definition of Supervision**

Bangun (in Sukmawati 2021:4) states that supervision is a management function in which the leader can see whether the plans that have been prepared are appropriate or not. If not, it means the plan is not working as expected. This means that supervision is referred to as assessing the implementation of work against the plan.

### **Supervision Techniques or Methods**

In Siagian (2019:115) the supervision process is basically carried out by administration and management using two types of techniques, namely:

1. Direct Supervision (direct control)
2. Indirect Supervision (indirect control)

### **Stages of the Supervision Process**

Bangun (2011:164) states that the supervision system for all areas of work is basically the same. The monitoring process includes four steps, including:

1. Setting Standards, the first step in supervision is setting standards, which are guidelines to find out whether there are deviations or not in a particular job.
2. Measuring Work Performance, measurement is an iterative process and takes place continuously. Measuring work performance means assessing the work done by individuals or groups in the organization.
3. Measuring work performance with standards, after organizational members carry out their duties, results will be obtained for their activities. Then, the results achieved by the members of the organization are compared with the standards set previously.
4. Taking corrective action, namely whether or not the work matches what was previously planned. If the results achieved are not in accordance with the agreed standards, corrective action will be taken.

### **Barriers to Supervision**

Supomo (2018:90) states that obstacles that often occur in management control systems are caused by the following:

1. Immature consideration
2. The system failed to translate a command
3. Neglect of management
4. Collusion

### **Solutions to Overcome Obstacles in Supervision**

Sarinah and Mardalena (2017: 110) argue that for supervision to be effective, leaders must understand human reactions to the supervision system. Because humans are not simply able to accept the supervision carried out.

### **Monitoring Objectives**

According to Simbolon (in Govinov 2016: 117), supervision aims to ensure that the results of work implementation are obtained efficiently and effectively according to a predetermined plan.

### **Understanding Performance**

According to Simanjuntak (in Faisal 2013: 589) states that performance is the level of achievement of results from the implementation of tasks that have been carried out.

### **Factors Affecting Performance**

1. Effectiveness and efficiency. If a goal can ultimately be achieved and results in satisfaction then it can be said that the activity is effective and efficient.
2. Authority (authority). The nature of a communication or order in a formal organization that a person has is the authority to carry out an activity in accordance with his or her contribution. The order states what rules each member of the organization can obey.
3. Discipline. Comply with applicable laws and regulations. So, employee discipline is activities related to respecting work agreements with the organization.
4. Initiative. Related to thinking power and creativity in forming ideas to plan something related to organizational goals.

### **Performance Measurement System**

According to Marsam and Muah (2017:153) to measure performance, work quantity, work quality, knowledge about work, ability to express opinions, decision making, work planning and work organization areas are needed as benchmarks for getting good work results.

### **Purpose and Benefits of Performance Measurement**

Mulyadi and Setyawan (in Marsam and Muah 2017: 149) explain the main purpose of performance measurement to motivate employees to achieve targets and comply with predetermined behavioral standards.

## **METHODS**

Sugiyono (2013:301) states that the research object in qualitative research that is observed is called a social situation, which consists of three components, namely place, actor, and activities.

The research object is the target of the research that will be carried out, and the object of this research is data and information regarding the supervision of the sub-district head in an effort to improve the performance of village officials in Cireunghas District, Sukabumi Regency.

According to Sugiyono (2013:7) the definition of qualitative research is stated as a new, postpositivistic method based on the philosophy of porpositivism. It is also called an artistic method, because the research process is more artistic (less patterned), it is also called an interpretive method because research data is more interpretive of data found in the field.

Sugiyono (2013:220/224) Data source sampling technique in qualitative research is purposive and snowball in nature. Data collection can be done in various settings, various sources, and various ways.

In qualitative research, data collection is carried out in natural settings, primary data sources, and data collection techniques involve participant observation, in-depth interviews and documentation.

Wiliam (in Sugiyono 2013:273) suggests that triangulation in credibility testing is defined as checking data from various methods and times. Thus there is triangulation of sources, triangulation of data collection techniques and time.

FGD or can also be called a method and technique for collecting data by conducting group interviews specifically for qualitative research. Edi (in Rohilah 2023:55) states that in order to obtain a more detailed understanding, FGD can be defined as a method and technique for collecting qualitative data where a group of people discuss a focus or problem topic guided by a facilitator. In this research, researchers will carry out FGD techniques to validate data that has been found through methods, observations, interviews and so on.

## DISCUSSION

- General Description of Research Objects

Cireunghas District is located in the northern part of Sukabumi Regency. The population of Cireunghas District as of January 2019 was recorded at  $\pm 45,945$  people, consisting of  $\pm 18,117$  men and  $\pm 17,847$  women, divided into  $\pm 9,981$  heads of families. The research location that the author took was the Tegalpanjang Village office which is located at Jl. Lio KM 2 Tegalpanjang, Cireunghas District, Sukabumi Regency.

- Field Research Stage

The research stages carried out by the researcher were looking for data through key informants who were considered to provide accurate data, so the researcher arranged the research stages as follows:

1. Pre-Research Stage

At this stage the researcher conducted a Pre-Survey or initial observation to recognize, know and understand the social situation regarding the performance of Village Apparatus at the Tegalpanjang Village office, Cireunghas District, Sukabumi Regency. Researchers communicated with the Cireunghas District Secretariat regarding the subdistrict head's supervision efforts to improve employee performance so that it is in line with their respective duties and functions. In this way researchers can obtain the information needed.

2. Data Collection Stages

Qualitative researchers attempt to reveal social conditions and behavior at the locus studied and the surrounding environmental situation. After the researcher made initial observations, the next stage was to select informants who were considered to truly know and understand the sub-district head's efforts to improve the performance of Village Apparatus in Cireunghas District, Sukabumi Regency.

3. Data Analysis Stages

In qualitative research, data is obtained from various sources using various data collection techniques (triangulation) and is carried out continuously until the data is saturated. Qualitative data analysis was carried out during data collection after data collection was completed. The data analysis process is carried out interactively and continues continuously. The analysis process carried out by researchers is data reduction, data display and conclusion drawing/verification.

4. Data Reduction (Data Reduction)

Data reduction is an activity of summarizing, selecting the main things, simplifying and focusing on the important things so that the data obtained will provide a clearer picture of the sub-district head's supervision regarding efforts to improve the performance of Village Apparatus in Cireunghas District, Sukabumi Regency.

## Research result

Researchers will describe and discuss the results of research regarding Subdistrict Head Supervision in Efforts to Improve the Performance of Village Apparatus in Cireunghas District, Sukabumi Regency. The previous chapter formulated the main research questions that will be researched and studied which consist of three (3) aspects, namely:

- Research Results on Determining Standards for Supervision of Subdistrict Heads in Employee Performance

Supervision is a very important element in supporting the success of a plan or program being implemented. This supervision is carried out in order to ensure that every activity or step taken to achieve the goal is in accordance with a predetermined plan.

Based on the results of interviews with the sub-district head and the Village Development and Supervision Section, the determination of performance standards for the



sub-district head in Cireunghas District, Sukabumi Regency, is based on the main duties of the sub-district head in accordance with Regent's Regulation No. 101 of 2021 concerning Organizational Structure and District Work Procedures and Minister of Home Affairs Regulation no. 84 of 2015 concerning the Organizational Structure and Work Procedures of Village Government.

- Research results on factors that become measures of supervision so that it is effective in its implementation

The factors that become measures of supervision so that it is effective in implementing employee performance in Cireunghas District, Sukabumi Regency, namely discipline and work responsibility in accordance with the main duties and functions of each employee as well as the motivation and innovation of employees.

- Research Results on Efforts Made to Improve Employee Performance

This supervision is carried out in order to ensure that every activity or step taken to achieve the goal is in accordance with a predetermined plan, namely by reminding each of the main tasks and functions accompanied by the employee's work abilities.

- Research Results on Taking Corrective Action

This corrective action can be taken to correct deviations that occur in the implementation of activities. Taking corrective action for the results achieved in an effort to improve the performance of Village Apparatus in Cireunghas District, Sukabumi Regency, that is, its success cannot be said to be one hundred percent, because there are still obstacles, but employee performance is empowered to complete according to the expected target.

## CONCLUSIONS AND SUGGESTIONS

### Conclusion

Based on the research results and discussion, researchers can draw the following conclusions:

1. Supervision of the District Head in an effort to improve the performance of Village Apparatus in Cireunghas District, Sukabumi Regency in Setting Standards has gone quite well and this can be seen from the indicators of Village Apparatus discipline, implementation of main tasks and functions as well as implementation of work standards in accordance with Minister of Home Affairs Regulation No. 84 of 2015 concerning the Organizational Structure and Work Procedures of the Village Government as well as supervision of the Subdistrict Head in accordance with Regent Regulation no. 101 of 2021 concerning Organizational Structure and District Work Procedures.
2. Factors that measure supervision so that it is effective in its implementation include awareness of Village Officials and work facilities and infrastructure that are in accordance with the needs of Village Officials.
3. Efforts are being made to improve the performance of Village Apparatus in Cireunghas District, Sukabumi Regency, namely by increasing the rights and obligations and responsibilities for work that must be carried out in accordance with the main tasks and functions of each.

### Suggestion

Based on the conclusions obtained from the results of research regarding Subdistrict Head Supervision in an effort to improve the Performance of Village Apparatus in Cireunghas District, Sukabumi Regency. The sub-district head should be able to carry out the supervisory function in accordance with the supervision indicators, namely: (1) setting standards, (2)

measuring work performance, (3) adjusting work performance to standards, and (4) taking corrective action if necessary if deviations occur to achieve goals ( especially the aim of improving employee performance) is expected. It is at this level that the supervisory role of the sub-district head is assessed as the most influencing factor in determining the success or failure of implementing the sub-district supervisory function in an effort to improve the performance of the village apparatus in Cireunghas District, Sukabumi Regency.

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