



Study Relates To Village Government Management

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Abstract: Increasing the performance of village government could be important thing to do in order to improve the benefits which felt by the village communities from the development of village. It feels essential to learn and deep explore regarding the management functions of village government itself, which seems less effective to generate huge results and benefits for its community. Qualitative method has been chooses as research method by the use of case study approach, through selected some cases which occurred relates to effectiveness of village government management in four villages (Nagrog Village, Samida Village, Leles Village, Kiarajangkung Village). Based on this research results, it is found that, there are 5 propositions results, namely Village government management is less than effective and did not fulfill management rules and functions properly, there are obstacles to Implementing management functions in village government's managerial activities, there are also barriers in performance which hinder to achieve the goal of village government in four villages, therefore need proper strategy to increase the effectiveness of village government management in an effort to improve its performance as well as strategy to increase the efficacy of village government in improving its performances.

Keywords: Management, Government Management, Performance, Strategy, Effective Performance

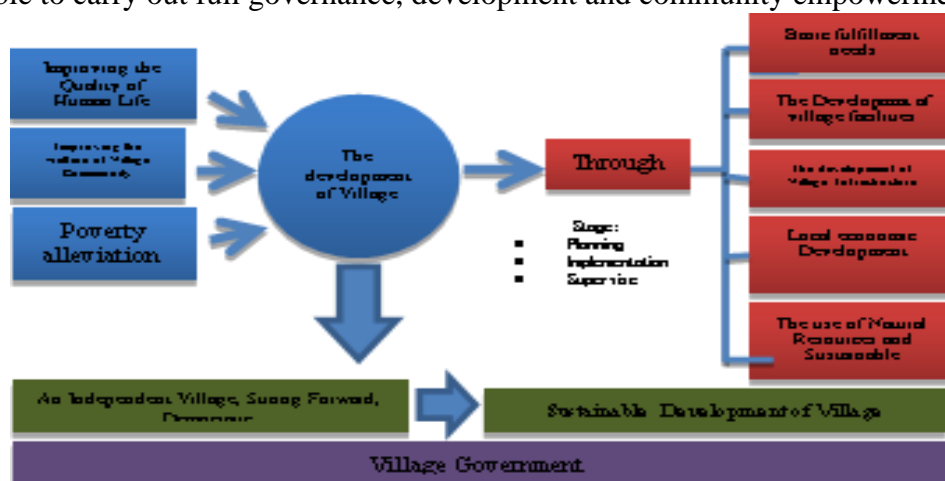
INTRODUCTION

Villages as well as Indigenous villages which so called as villages could be define as legal community units that have territorial boundaries which authorized to regulate and manage its government affairs, local community interests based on community initiatives, origin rights and/or recognized traditional rights which respected by the government system in the Republic of Indonesia. Villages or what are called by other names existed before the Republic of Indonesia was formed. As proof of its existence, these Explanation based on Article 18 of the Constitution of the Republic of Indonesia (before amendment) which states that: Within the Indonesia territory, there are approximately 250 Self-governing landscapes and Folk communities, such as villages in Java and Bali, Nagari in Minangkabau, villages and clans in Palembang and so on. These areas have an original composition which are

considered as special regions. Indonesia puts respects on the position of these special regions and all state regulations regarding these areas will be remember as the rights of origin of these areas. Therefore, its existence must be recognized and guaranteed its survival in the Unitary State of the Republic of Indonesia.

On its journey, those village were received recognition with the existence of the Village Law Number 6 of 2014 concerning Villages who was ratified by President Susilo Bambang Yudhoyono on January 15, 2014 concerning about Villages which finally quoted in the law number 7 of 2014 and Explanation of the Law of the Republic of Indonesia Number 6 of 2014 concerning Villages is rewrite on the Supplement to the State Gazette of the Republic of Indonesia Number 5495 on the same day by Menkumham Amir Syamsudin on 15 January 2014 in Jakarta.

Through construction which combining the functions of self-governing community with local self-government, it is hoped that customary law community units which have been part of the village area will be arranged in such a way to become villages and traditional villages. Traditional villages and villages basically carry out almost the same tasks. While the difference is only in the implementation of origin rights, especially regarding the social preservation of customary villages, regulation and management of customary territories, customary peace meetings, maintenance of peace and order for customary law communities and arrangements for the implementation of government based on the original The appearance of the new village law which places the village as an “arena” for the government to implementing development programs. In contrast to the previous law which placed villages only as locations for development programs. Through this change, it is hoped that the village will be able to carry out full governance, development and community empowerment.



Sources: Article from the Indonesian Ministry of National Development Planning/Bappenas

Figure: 1 Scheme of The goals of Village Development based on the Village Law

Apart from the aims of village development which continues to developed, behind that it turns out that the performance evaluation of village government towards its goals and direction has not been carried out by the government. Likewise, internal control and supervision by the Village Consultative Agency (BPD) has not yet touched the accountability of village government performances. Measuring and evaluating the achievement of the planning document for the Village Mid Term Development Planning Process (RPJMDes) has not been carried out properly. According to Aten, Head of the Village Administration Subdivision (Kasubag Pemdes) of the Regional Secretariat of Tasikmalaya RegencyRegency states that his party didnot maximally evaluated the performance of village as a whole,

especially in the achievement of the Village Midterm Development Planning Process (RPJMDes).

The condition of the RPJMDes document is also not completely ideal to be used as a reference in development activities in the village. According to Budi Yanto, Head of Nyalindung Village, Sumedang Regency, that the Village Mid-Term Development Planning Process (RPJMDes) was made sober and not supported by accurate data on village potential as well as not prepared by following proper instructions. Once it was drafted, the RPJMDes and RKPDDes are not used as a basis for compiling programs and activities in the Village Revenue and Expenditure Budget (APBDDes) which become an operational basis of village development plans. According to Budi Yanto, programs and activities in the village were prepared based on generations from previous years or improvised based on real needs in the field at that time, even though they were not included in the planning documents.

The preparation of RPJMDes did not proceed properly, many village heads still can't get it how to prepare the RPJMDes, so that the results cannot be used as a basis for implementing development in the village. The Village Midterm Development Planning process (RPJMDes) is seen as only a formality or an obligation under Law Number 6 of 2014 concerning Villages. Planning, implementation and evaluation of development in villages have not been carried out optimally. In terms of planning alone, the systematics of the RPJMDes in each village is not the same because there is no standardization.

Government performance needs to continue to be improved. Village managerial aspects play an important role in boosting village performance. According to Suparjana, West Java regional Ministry of Home Affairs officer, there are many good concepts, good programs in villages but do not have an impact on village communities, one of which is due to the absence of performance measurement and evaluation of the implementation of village government programs, more broadly on village government performance. According to him, each region is indeed given the freedom to make regulations and village management. So it's no wonder that operational regulatory aspects are different for each region. There are regions that already have regional head regulations regarding village government performance accountability systems, there are regional head regulations that rule the preparation of the Village Midterm Development Planning Process (RPJMDes) and there are also regions which do not have one.

Cited from the description above, the researcher believes that to boost the performance of village government would be an important thing to do in order to increase the benefits felt by village communities from village development. In line with Suparjana's opinion that managerial aspects of village administration are one of the biggest contributors to improve the performance of village government. So the research is needed, to learn about how management functions work in the village government, which so far seems less effective enough to produce large outcomes and benefits for the village community.

LITERATURE REVIEW

1. Management

Mary Parker which is quoted from (Riyadi, Agung 2011) argues that Management is seen as an art, each job can be completed by other people. Meanwhile (Tahir 2017) stated that Management is science as well as an art, management is a forum for knowledge, so that management can be generally proven to be true."

From several definitions above, management could be defined as the science and art in carrying out the activities of an organization. These activities could be in the form of

organizing which includes: Planning, Preparation, Operation and Control by mobilizing all the resources owned by the organization so that the goals could be accomplished, the management function could be divided into five parts, namely:

- a. Planning
- b. Organizing
- c. Commanding (giving command)
- d. Coordinating
- e. Controlling (Supervision/control)

2. Human Resource Management

Human resources are one fundamental factor in an organization in addition to other factors such as capital. The purpose of human resources is to increase the human support in an effort to increase organizational effectiveness in order to achieve the goals (Andrianary and Antoine 2019).

The essences of HRM, which its principles should be fills by the management in HR approach, could be stated as follows:

- 1) Employees are effective investment factor in which, if its properly managed and developed, it will have an impact in a long-term returns to the organization in the form of higher productivity.
- 2) Policies, programs and its implementation should be created to satisfy both parties, namely for the economics of the organization and the needs of employee satisfaction.
- 3) Work environment should be maximized in order to encouraged the employees to develop and demonstrate all their skills.
- 4) HRM programs and implementation must be conducted in balanced way between meeting organizational goals and employees.

3. New Public Management

On its development, the modern managerial methods has names such as: managerialism, new public management and entrepreneurial government. The terms which often used to called modern public management model are New Public Management and Managerialism.

New Public Management (NPM) is a public management theory which assumes that private sector management is better than public sector management. Therefore, to improve the performance of public sector, it is necessary to adopt several management practices and techniques in the private sector into public sector organizations. The implementation of the NPM concept could be seen as a form of modernization or reform of management and public administration.

Management which includes as broad functions, including: planning, organizing, controlling, directing, coordinating, staffing, motivation and decision making. Meanwhile, administration is only limited to organizing.

New Public Management has doctrine which focused on management not policy, de-bureaucratization, which centered on performance and performance appraisal, results-based accountability, splitting the public bureaucracy into work units, implementing market mechanisms through contracting to build competitive developments in the public sector, cutting costs and efficiency, performance-based compensation and managers' right to control the organization (Khairizah et al. 2016).

RESEARCH METHODS

The research method used is qualitative method by the use of case study approach, by taking issue relates to the effectiveness of village government management in an effort to increase the performance of village government. This research was conducted at four villages in the three districts in the Priangan region of West Java Province.

Research through qualitative method as previously mentioned, basically seeks to find explanations which descriptive and examine the theory more depth based on findings and interpretations of existing data in the field. In this context, this research also seeks to create description which explains strategic implementation in complete and holistic framework. Theoretically, this research would be based on the explanatory research form which seeks to find answers to the phenomena encountered based on theory as criterion framework for these answers.

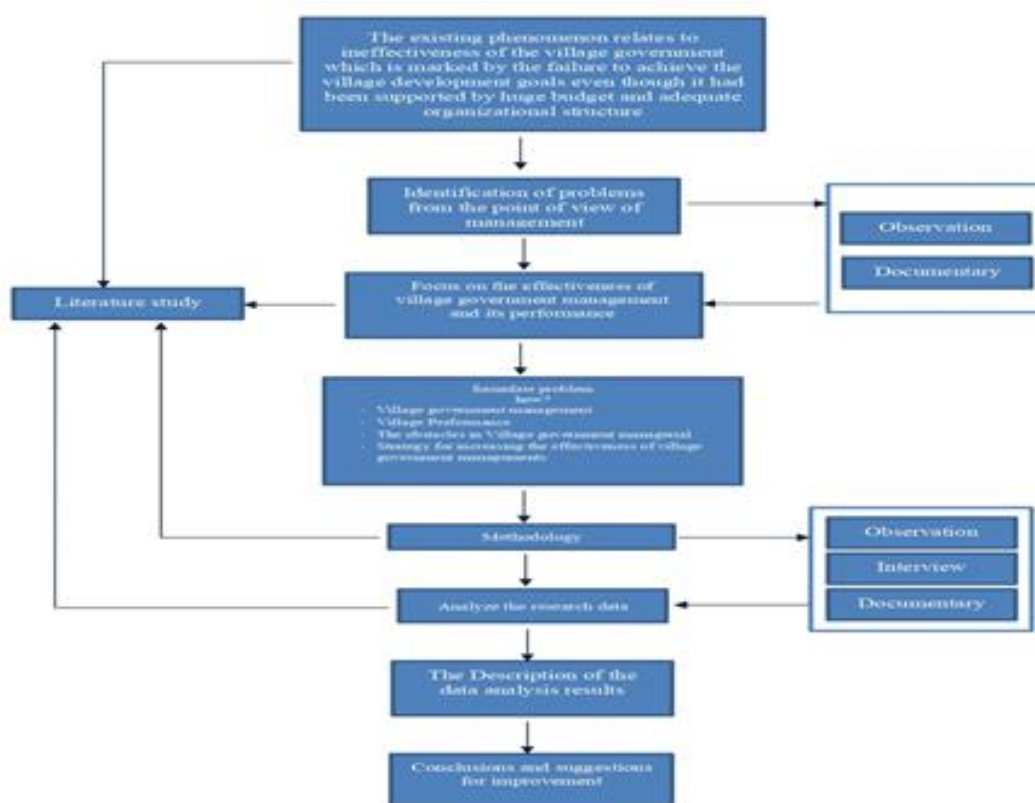


Figure: 2 Research Design

RESULTS AND DISCUSSION

- a. Village government management in four villages in the region of IV Priangan, West Java Province which seems not effective and not fulfilled its rules and functions properly.
- b. There are obstacles to the implementation of management functions in village government managerial activities in four villages of IV Priangan area, West Java Province.

Village government performance is an outcome that is expected to increase from the situation before the research. In looking at the performance of the village government, according to (Kalangi 2015) there are several factors: Personal Factors, Leadership Factors, Team Factors, System Factors and Situational Factors. In village governance, the most important factors are Leadership and Team factors. Leadership certainly leads to the village head’s expertise in mapping and empowering the village’s resources. The team also plays a very important role in whether or not the village organization’s performance is good. Because the work system in the village is already collective in nature and is not carried out by one

party/person alone. The gap in human resources and the unequal distribution of work is still a crucial problem in the village. Of course this has an impact on the quality of service to the community.

- 1) There are an obstacles in achieving performance of village government in four villages at the IV Pringan area, West Java Province

The Information relates to implementation of management functions that occur in the village government was obtained through interviews. Generally, the implementation of planning, Organizing, implementing and controlling in management functions have been well implemented. This certainly due to the regulations which oblige to do. The Implementation of management functions such as development planning, implementation and reporting are administrative requirements in getting the disbursement of Village Funds (DD) and Village Fund Allocations (ADD).

In general, these planning, implementation and control activities are stated in the Regulation of the Minister of Home Affairs Number 114 of 2014 concerning Village Development Guidelines which contains arrangements regarding Planning of village documents in section Two paragraph 6 Article 20. Likewise in the implementation of development activities in Section Third, Paragraph 1 concerning Stages of Implementation, Article 70. The Implementation of control is ordered in Chapter II, Monitoring and Supervision of Village Development, article 84. So the government and its development activities in the village have conducted accordingly to management functions in general.

- 2) There is requires for a strategy to increase the effectiveness of village government management in an effort to lift the performance of village government in four villages at IV Priangan area, West Java Province.

Another important factor in village government is the system which built to serves and implemented the development of village. In the villages which observed, there are still many factors on its system that need to be improved. The system can run when each device understands its main tasks and functions and has appropriate skills to its function. One of the obstacles in the village is less understanding of each officers regarding their duties and functions, there is still overlapping work between heads and chiefs as well as lack of skills to support the implementation of their duties and functions.

- 3) There is requires for a strategy to increase the effectiveness of village government management in an effort to lift the performance of village government in four villages at IV Priangan area, West Java Province.

Effective management is the achievement of results in accordance with the target set. Effective in the use of resources, facilities and infrastructure in certain amount which consciously determined beforehand to produce a number of goods for the services activities which performed. Effectiveness shows the success in terms of whether the goals that have been set are achieved or not. If the results of activities are getting closer to the target, by means the effectiveness is higher.

In order to build managerial concept of village government perfectly, it is necessary to develop monitoring instruments that are even sharper to aim at achieving the purpose of activity that have been set in the beginning of the plan. This certainly important to use as indicator in determining the success of development in the village as well as performance of village government in general.

No matter how good planning was but without any supported by clear and measurable control tools, then community or the Village Consultative agency which carries out internal monitoring in the village will find it difficult to manage the effective control or supervision in evaluating the performance of village government.

CONCLUSION

The conclusions from the analysis results and discussions above are:

1. Planning, organizing, implementing and supervising activities are often performed within the village government. This because in addition to regulations which need to oblige, it is also because it become the term and condition for disbursing village funds. However, each village has different stage of management function. In the planning stage, for example, there is not enough research and analysis on the potential and needs of the village. The implementation of activity programs in villages still constrained by implementing human resources. Internal supervision which carried out by the Village Consultative Agency or BPD still not optimal because there is no any monitoring instruments related to the achievement of development goals.
2. Planning document which is not accompanied by measurable indicators then it will make difficult to achieve and assess the level of success. Village development goals are still general, not divided into indicators or parameters that can be measured and seen. The Competence of Human Resources in Village such as planners, program implementers and public services, as well as internal supervisors/BPD are still inadequate. Monitoring instruments are less than relevant to achieving the village goals.
3. Village program has not been directed or still irrelevant to the village development goals which written on planning documents. There is no clear due date time for implementation program as well as for achievement. The capacity of Village Human Resources did not fulfill the specifications according to the main tasks and job descriptions on the Organizational structure on the village so that the execution of programs and services on the field still hampered.
4. There is no data continuity between the data contained in the planning documents (Village Mid-Term Development Plan, Village Government Work Plan) and monitoring tools (Village Governance Implementation Report). This makes it difficult to evaluates the village performance. The Competence of Village HR are still inadequate, especially those HR in activity planners and implementers. There is no Key Performance Indicators in this implemented program so the direction and level of success are difficult to assess.
5. It is difficult to measure the success of programs which have been implemented by the village government so far. The absence of village performance evaluation in general could be related to the achievement of village development goals, making it difficult for the community and related parties to measures the successful of the development of a village, particularly the evaluation on performance of village government. So far, the aspects that have been assessed by the village government are financial performance, especially the realization of village finances and its administration. The assessment had centered on the suitability of village fund allocations with existing laws as well as administrative aspects of financial accountability and budget realization. The evaluation from the point of view in achieving village development goals or targets which written in the planning documents has not yet been carried out. Every year, there's only came as reports to what has been done through the Village Governance Implementation Report but there's not been compared to the targets and indicators that have been made in the planning document. In the RPJMDes there is no targets or indicators which can determine the success of a program or activity. Everything revolves around development goals through various programs/activities. This can be means that there are no targets that can be measured. In terms of supervision or control of government and village development, the Village Consultative Agency or BPD still not performed their duties optimally. The Village Consultative Agency (BPD) still could not accomplish its functions optimally by supervising village government policies that more effective and contributive to achieving

village development goals. There is no specific performance assessment that can measure the achievement in development and governance goals by the village government.

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