MANAGERIAL PERFORMANCE OF VILLAGE ADMINISTRATION

[1]Vita Mayastinasari
[1]Sekolah Tinggi Ilmu Kepolisian Jakarta
[1]vitamayastinasari@stik-ptik.ac.id

ABSTRACT

The village government is a milestone in achieving governance that is closest to the community. This has the potential to increase public trust in government. However, this is a challenge for village officials to regulate the running of government at the village level, so that the managerial skills of village officials are very important for every village official to have. The purpose of this research is to describe the managerial performance of village administration in Banyumas Regency. The method used is a survey approach with data collection, namely questionnaires, observation and documentation. The sample technique used is multi-stage sampling with 81 respondents selected based on geographical location. Each item in the questionnaire has been tested to be valid and reliable based on the r count value which is greater than the r table. The results show that the managerial apparatus of the village in managing government in Banyumas Regency is in a good category. This is shown by the existence of good planning, organizing, actuating, and controling of village government.

Keywords; Managerial Performance, Governance, Village Government.

A. INTRODUCTION

All aspects of village administration, from planning to reviewing village government actions, are impacted by the current demand for village autonomy. The village head and village officials make up the village apparatus and are the key players in running the village's government. Village authorities are in charge of all administration and service provision to the community, with the village head acting as a political player in the planning of every program to be implemented. In fact, a number of issues have arisen, some of which are attributable to village officials' human resources because they continue to lack the necessary administrative skills. In addition, there is a lack of supporting capacities, such as effective coaching for village officials carried out by the local government, and village government programs that have not been effectively pursued.

The success of an organization depends heavily on its human resources. The company is in charge of upholding the level of living at work and encouraging staff to contribute as much as they can to accomplishing organizational objectives. According to Fatehi (2019), a manager's capacity for inspiring others has an impact on his capacity for management. Performance within an organization is determined by the combined efforts of all members. Without strong leaders to capitalize on and incorporate these contributions, organizations may suffer. Managers must be able to lead and direct their team members to perform to the best of their abilities if the organization is to achieve its goals. To maximize the potential of village authorities, it is the responsibility of every actor, from the village chief to the local regional administration.

Along with the current development of science and technology, the management of village officials cannot be separated from the mastery of information technology that must be mastered by every village apparatus. In fact, this is also a problem because of the lack of mastery of village information technology. Research by Arsa et al (2020) conducted in Sumerta Kelod Village found that there were still several problems such as the lack of ability of village officials to use office computer applications such as Microsoft Office which can support the performance of public services such as making residence permits, population documents, and budget calculations villages, in addition to the lack of use and management of social media content or websites that provide information on village activities in supporting the mission of transparency and accountability for village activities. Other studies have also found similar things including research conducted by Praseptiawan (2022) which found that village information system applications that were developed independently have not run optimally, this is because village officials have not understood the use of village information systems, so training in using village information systems is needed by village officials to improve the digital literacy capabilities of village officials. This has become one of the obstacles in the village apparatus to regulate the running of the village administration. So that in Mukhsin's research et al (2020) stated that the combination of information technology and human managers is the key to the successful implementation of information systems. Repetitive work can be replaced by a system to simplify work. The running role of information systems causes organizational performance to become more efficient and effective.

District is an administrative division of territory in Indonesia. Carrying out the functions and roles as a Coordinator in development as played by the government is not easy. Especially in the elements of government that are active as agents of development which are divided into various institutions, agencies, agencies, or departments according to their respective fields. The private sector and the community are also divided into various functions and roles, such as the industrial sector, the banking community, services and services, and others. While the community consists of workers, farmers, employees, and others. This increases the importance of coordination as a tool to integrate different functions and roles, so that good, effective and efficient cooperative relations are established so that common goals can be achieved (Riyadi and Bratakusumah, 2003). This means that in this case the sub-district head as the coordinator and leader in the sub-district plays an important role in coordinating every development in his area to align every development need according to the assigned tasks and functions.

Naturally, all stakeholders must pay attention to managing these efforts, but especially the village government. The village administration must be able to plan and manage these operations in accordance with established plans and regulations since it serves as the manager and regulator of village development activities to community service. Additionally, the lack of capacity of village officials to operate information technology and the existence of village autonomy without being matched by the carrying capacity of increasing the ability of village officials to plan, manage, implement, and evaluate their work activities are obstacles in the administration of village governance.

B. METHODS

This research was conducted in Banyumas Regency which is one of the districts in Central Java Province where almost the entire area is rural. The research method used is a quantitative method with a survey approach. Data collection includes through questionnaires, observation, and documentation. The sampling technique uses a multi-stage sampling technique. Friedrich (2003) states that multi-stage sampling is used if no sample frame is available, or because it is very impractical if the sample is determined with one frame for the entire population. This method starts by determining the largest unit and continues with the smaller one. The sample in

this study amounted to 81 respondents, namely village officials consisting of the Village Secretary, Head of Section, Head of Affairs and Head of Hamlet. The determination of multi-stage sampling used is based on the geographical area, the distance from the district capital and sub-district to the selected representative village. The results of the analysis of the validity and reliability of the data for each question item are valid and reliable based on that r count is greater than r table (Sugiyono; 2011).

C. RESULTS AND DISCUSSION

An essential component of creating a government organization is managerial organization. To accomplish organizational objectives, it entails managing resources, processes, and people. It necessitates a variety of abilities, including problem-solving, leadership, communication, and decision-making. The village apparatus is in charge of formulating plans to enhance operations and increase effectiveness. To guarantee that everyone is collaborating on the same objectives, they must be able to work with teams from other departments. They must also be able to recognize issues before they escalate and take appropriate corrective action.

Given today's complex and increasingly competitive tasks, organizations need highly skilled personnel who understand the importance of organizational managerial principles. With the right tools and strategies, organizations can achieve their goals more quickly and efficiently than ever before. Terry (2014) explained that there are several functions in management including planning, organizing, implementing, and supervising. Planning is choosing facts and using assumptions for the future by formulating activities to achieve an expected result. Organizing is a way of determining, grouping and compiling activities to achieve a certain goal, such as placing employees according to ability, providing physical factors according to the needs and authority delegated to each person in an activity. actuating is an effort to encourage all members of the organization to try and work hard to achieve a planned goal. Controlling can be interpreted as a process of determining several things, namely what must be achieved, what is being carried out, namely implementation, assessing implementation, and the need to make improvements. This is done as an effort to create an implementation that is in accordance with the plan. Muhamad (2022) states in his findings that managerial leadership strategies are implemented

well due to the ability to apply good management principles in their leadership, starting from the stages of making plans, organizing programs, conducting directions and supervising performance.

1. Village Government Planning

Effective planning is essential for the efficient administration of village government. Planning involves setting goals and objectives, assessing resources, and creating strategies to achieve those goals. it will support progress and make adjustments as needed. Village governments must ensure that their plans are comprehensive, realistic and achievable in order to succeed in their mission of providing quality services to their citizens. To do so, they must consider the needs of all stakeholders involved in the process from local businesses to community members and develop a plan that meets the needs of everyone. Thus, the village government can ensure that its implementation runs effectively and efficiently and serves the best interests of all its citizens.

The results of the study show that village government planning in Banyumas Regency is as follows.

Table 1. Description of Village Government Planning in Banyumas Regency

Number	Intervals	Category	Frequency	Percentage (%)
1.	10,0-11,3	Not Good	12	14.8
2.	11,4-12,7	Good	37	45.7
3.	12,8-14,0	Very Good	32	39.5
Total			81	100

(Source: data for 2023)

Table 1 shows that most village government plans in Banyumas Regency fall into the good category, namely 45.7 percent, while those that fall into the poor category are 14.8 percent and very good category, 39.5 percent. So it can be concluded that in terms of village government planning in Banyumas Regency,

most of them are good. Planning can be seen from the ability to prepare village government plans, collaboration between colleagues and the community.

2. Organizing Village Administration

Village government organizations play an important role in the functioning of rural communities. Fatehi (2019) states that a manager's ability to lead and motivate affects his ability to manage. Organizational performance is based on the collective contribution of all members. For them to be effective and efficient, they need to be properly managed. That is, village government organizations must have a good management system in place to ensure that their operations are carried out effectively and efficiently. Managing village government organizations requires a deep understanding of the local context, as well as an understanding of how the different systems interact with each other. It also requires effective communication between different stakeholders to ensure that everyone is working together towards the same goals.

Village government organizations can ensure that their operations are carried out smoothly and efficiently, leading to better outcomes for their communities. An effective management system is one of the key factors in organizational success. This can support tasks that are completed on time and with quality. Village governments can better manage their resources, improve communication between staff members, and improve overall productivity if they are able to implement effective management. Tyagi (2021) states in his findings that describe the positive influence of managerial effectiveness on employee engagement and employee retention. In addition, Lajaba et al (2022) stated that the results of a systematic literature review from journals from 2015 to 2021 stated that the factors influencing the application of siskeudes to improve the quality of village financial accountability and the performance of village officials were data input processes, application usage, information technology infrastructure, human resources human, budget and finance knowledge. villages, preparation of village budgets, transparency, and financial reports. The main influencing factors are the process of inputting data and using applications where the village government must provide education and training on a regular basis, coordinate with assistants and trainers from the center, provide support and

motivation for staff/employees in the learning process, provide adequate facilities and infrastructure. will be used to improve human resources.

The results of the study show that the organization of village government in Banyumas Regency is as follows.

Table 2. Description of Village Government Organization in Banyumas Regency

Number	Intervals	Category	Frequency	Percentage (%)
1.	10,0-11,6	Not Good	7	8.6
2.	11,7-13,3	Good	60	74.1
3.	13,4-15,0	Very Good	14	17.3
Total			81	100

(Source: data for 2023)

Table 2 shows that most of the organization of village government in Banyumas Regency is in the good category, namely 74.1 percent, while those that are in the poor category are 8.6 percent and very good category, 17.3 percent. So it can be concluded that in terms of village government organization in Banyumas Regency, most of them are good. Organizing can be shown by the management of government, the implementation of work according to their duties, and the operation of information technology.

3. Implementation of Village Administration

To guarantee the development and empowerment of village communities, it is very important to implement effective village governance. The village government must be responsible for the implementation of various policies and programs aimed at improving the standard of living of village communities. The government should also ensure that all village members have access to basic facilities such as health, education and sanitation. In addition, it should strive to promote economic development by providing jobs, creating small businesses, and encouraging entrepreneurship among villagers. With well-executed village governance, villages can achieve sustainable development and create a better life for their citizens. With proper implementation, village programs can have a positive impact on rural communities by providing access to resources, education, health and employment opportunities. By working closely with local

government officials and other stakeholders, villages can ensure that their programs achieve their goals. Lanak (2021) explains that the role of village officials needs to be in accordance with the rules and main tasks and functions and especially make details to realize services in the form of concepts and actions.

The results of the study show that the implementation of village administration in Banyumas Regency is as follows.

Table 3. Description of the Implementation of Village Administration in Banyumas Regency

Number	Intervals	Category	Frequency	Percentage (%)
1.	12,0-14,6	Not Good	12	14.8
2.	14,7-17,3	Good	66	81.5
3.	17,4-20,0	Very Good	3	3.7
Total			81	100

(Source: data for 2023)

Table 3 shows that most of the implementation of village administration in Banyumas Regency is in the good category, namely 81.5 percent, while those that fall into the poor category are 14.8 percent and very good category, 3.7 percent. So it can be concluded that in terms of the implementation of village government in Banyumas Regency, most of them are good. The implementation of village government can be shown from the implementation of village administration, implementation of village development, implementation of outreach to the community, and implementation of community empowerment.

Evaluation is an important part of any organization, as it helps to identify areas of improvement, measure progress and ensure that the organization is on the right track. In village government, evaluation can be used to assess the performance of village officials and determine whether they achieve their goals. It can also be used to measure how effectively programs and services are meeting citizen needs. Evaluation is very important so that the organization stays informed about the successes and failures in the implementation of the organization so

that it can make the necessary changes or adjustments to improve the performance of the village government.

The results of the study show that the supervision of village administration in Banyumas Regency is as follows.

Table 4. Description of Village Government Supervision in Banyumas Regency

Number	Intervals	Category	Frequency	Percentage (%)
1.	6,0-7,3	Not Good	19	23.5
2.	7,4-8,7	Good	26	32.1
3.	8,8-10,0	Very Good	36	44.4
Total			81	100

(Source: data for 2023)

Table 4 shows that most of the supervision of the village government in Banyumas Regency is in the very good category, namely 44.4 percent, while those that fall into the poor category are 23.5 percent and in the good category, 32.1 percent. So it can be concluded that in terms of village government supervision in Banyumas Regency, most of them are very good. The evaluation of the local government can be shown by the existence of internal supervision and the existence of external supervision.

D. CONCLUSION

The results of the study show that the management of village administration in Banyumas district is mostly good. This is shown by the existence of village government planning, village government management, village government implementation, and village government supervision. The village government apparatus is a very important component in the local government system. It is responsible for providing basic services to citizens and maintaining public order. However, due to a lack of resources and manpower, many village governments face difficulties in managing their operations.

Village governments often have limited resources and access to information, making it difficult for them to develop effective plans. However, with careful planning, village governments can make better use of their resources and ensure that they meet the needs of their citizens in an efficient way. With the help of modern

technology such as the use of information technology-based systems, village governments can develop better plans to manage their communities more effectively.

Organizing village government management can be a daunting task, but it can be simplified using modern tools and techniques. With proper regulation and management, village governments can ensure that their resources are used efficiently and the needs of their citizens are met in a timely manner. The administration of village government requires careful planning and implementation of strategies to ensure that all activities related to village governance run smoothly. This includes ensuring proper communication between different departments, setting up systems to track progress, setting up guidelines for decision-making processes, and much more. All these steps will help create an efficient system for managing village administration and improve its performance.

The implementation of village government is an important step towards improving the standard of living of village community members. It requires careful planning and execution to ensure that all necessary resources are available and properly used. By implementing effective village governance management, local authorities can create a better environment for their citizens and ensure that they have access to basic services and will enhance economic development in the countryside.

The village government is responsible for the well-being of its citizens and must be held accountable for its actions. Supervision and management are the keys to ensuring that the village government carries out its duties properly. This article will explore how village government management oversight can help ensure that the right decisions are made, resources are properly allocated, and residents receive the best possible services. It will also discuss how effective oversight can help prevent corruption and misappropriation of funds.

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