



The Importance of Village Apparatus Performance Improvement for Quality Public Services

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ABSTRACT

Village apparatus are public service staff who have duties and responsibilities for services to the community and assist the village head in carrying out his duties to provide services to the community expectations. Therefore, village apparatus is required to have commitment, ability, skills, and feelings of sincere concern and require a high sense of empathy in carrying out their duties to serve the community. The hope is that the community will feel comfortable and satisfied with receiving services from village staff in resolving all administrative problems. However, this is not the case with what happens in the field. There are still many complaints from the public regarding the services provided by the apparatus at the village office. This research is aimed at answering the question of how public services are implemented in village offices in 5 provinces in Indonesia, namely West Java, Data collection was carried out using documentation and semi-structured interviews with community members and staff at the village office. The results of the research show that the indicators of service quality have not been implemented by staff in village offices in Indonesia. Apart from that, the quality of service of staff must be improved through training programs.

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INTRODUCTION

Performance is something that is necessary for an agency. Performance is not just about achieving results, but also needs to pay attention to other aspects to carry out work efficiently and effectively. Especially for public institutions, this concept of performance is a concern so that they carry out their functions and roles according to the rules and become role models for others. Thus, there are no deviant actions when any individual or apparatus violates the law and is in accordance with morals and ethics.

In Village Law Number 6 of 2014 article 1 paragraph 2 "Village government is the organizer of government affairs and the interests of local communities in the government system of the unitary state of the Republic of Indonesia". The function of the Village Government is to carry out government tasks such as development and providing services to the community, in this case the village government must provide convenience to the community in order to fulfill their rights as Indonesian citizens.

Village officials are the lowest implementers of government services. In carrying out their duties and functions they must be able to demonstrate their qualities as a public servant. As community servants, village government officials are representatives of the community (Iskandar, 2020). Village officials are expected to be able to fulfill the role of government well in accordance with Law Number 6 of 2014 concerning Villages. The village government is the organizer of government affairs by the village government in regulating and managing the interests of the local community (Risto, 2017). In providing services by village officials, the community's sense of satisfaction is fulfilled if the services provided by the government to them are in accordance with what they expect, taking into account the quality of the services provided. The performance of village government officials in providing services and at the same time administering village government which includes capabilities and infrastructure is a very important aspect to examine. Because it is known that the capacity of human resources (officials) greatly influences the performance of the village government.

The ability of village officials based on differences in education is still questionable, because there are still village officials who have a primary school educational background, so that when providing services village officials are less agile in the sense that they lack initiative or are very slow in carrying out their duties, making people have to wait a long time and always repeat themselves. take care of your needs again. Apart from that, village officials are considered to lack discipline and don't seem good, because village officials are often late for work or going to the office, because village officials tend to do a lot of other activities that are not in accordance with their duties and functions, prioritizing personal interests/matters. For example, working on plantation land or farming, and taking care of fish ponds, and often even going to the river to look for other sources of income as fishermen compared to their work at the village office, thus making their work even more delayed and even taking longer to complete.

This research aims to answer the question of why the performance of village officials in Indonesia is currently still considered low and what efforts should be made to improve the quality of village officials' performance to improve the quality of public services. The results of this research will contribute to policy makers in government and to stakeholders related to public services.

RESEARCH METHODS

This is qualitative research with a phenomenological approach. David Williams (1995), said that qualitative research is a researcher's effort to collect data based on natural settings. Of course, because it is carried out naturally, the results of the research are also scientific and can be accounted for. Sugiyono (2005) states that qualitative research is more suitable for types of research that understand social phenomena from the participant's perspective. In simple terms, it can also be interpreted as research that is more suitable for examining the condition or situation of the research object.

This research uses a phenomenological approach. According to Polkinghorne (Creswell, 1998) phenomenological studies describe the meaning of a lived experience for several people about a concept or phenomenon. People involved in dealing with a phenomenon explore the structure of consciousness of human life experience. Phenomenological studies seek answers about the meaning of a phenomenon (Hasbiansyah, 2005). Basically, there are two main things that are the focus in phenomenological research, namely: (1). Textural description: what the research subject experiences about a phenomenon. What is experienced is an objective aspect, factual data, things that happen empirically. (2). Structural description: how the subject experiences and interprets his experience. This description contains subjective aspects. This aspect concerns opinions, judgments, feelings, hopes and other subjective responses from research subjects regarding their experiences. Phenomenology is also defined as a view of thinking that emphasizes the focus on human subjective experiences and stories and interpretations or implementation in the world (Moleong, 2007: 14-15). Phenomenological studies were used in conducting this research. This is based on the researcher's interest in studying in more depth the phenomena experienced by key informants.

Data collection in this research was carried out using documentation and interview techniques. According to Sugiyono (2018:476) documentation is a method used to obtain data and information in the form of books, archives, documents, written numbers and images in the form of reports and information that can support research. In this research, researchers used document sources from reports, articles, journals and previous research results. Data collection was carried out using semi-structured interviews. Semi-structured interviews are interviews where the implementation is freer compared to structured interviews.

The purpose of this interview is to find problems in a more open manner, where the parties invited to the interview are asked for their opinions and ideas (Sugiyono, 2016). When conducting semi-structured interviews, researchers need to listen carefully and note down what the informant says. In this research, researchers interviewed 25 informants, consisting of 20 village communities who received services from village officials in 4 provinces in Indonesia, namely West Java, Bali, West Nusa Tenggara, South Sumatra. The objectives to choose these provinces are that the researchers want to see whether there is a difference in service quality of the apparatus in the 4 villages in different provinces. To maintain the validity of the data, the researchers applied source triangulation by interviewing 5 village apparatus who provide services to the public.

In this research, phenomenological data analysis techniques are used, derived from Moustakas's (1994:119-153) modification of the analysis method suggested by Stevick (1971), Colaizzi (1973), and Keen (1975) as follows:

1. Making a list of expressions from participants' answers or responses by postponing the researcher's preconceptions (bracketing) to allow these expressions to appear as they are. Each expression of the participant's life experience is treated the same (horizontalization).
2. Reduction and elimination of these expressions refers to the question: whether these expressions constitute the essence of the participant's experience and whether the expressions can be grouped to be given labels and themes. Unclear expressions, repetitions and overlaps are reduced and eliminated. Then meaningful expressions are given labels and themes.
3. Creating clusters and write themes for expressions that are consistent, unchanging and show similarities. Clustering and labeling these expressions is a core theme of participants' life experiences.

4. Validating expressions, labeling expressions and themes by (1) whether the expressions are explicitly in the interview transcript or participant's diary; (2) if the expressions are not explicit, are they "working without conflict" (working together without conflict or compatible). If they are not compatible and explicit with the participants' life experiences, these expressions are discarded. Fifth, create an Individual Textural Description (ITD). ITD is created by presenting validated expressions according to the themes, supplemented with verbatim quotations from interviews and/or participant diaries.

RESULTS AND DISCUSSION

In this research, researchers used performance indicators from Hady Sutrisno (2009: 167), namely: (1). Work result. (2). Knowledge of work (3). Initiative, (4). Mental abilities, (5). Discipline, and (6). Attitude. The results of interviews with community members who received and experienced services at the village office showed the following data:

1. Work result

The work results of village officials are still not optimal. This information was obtained from residents who complained that many cover letters promised to be completed in a maximum of 3 days had not yet been completed. Some residents even said that the actual letter had already been completed, and was tucked away in a pile of other letters. The archives and files at the village office are very messy. Not neatly arranged in a folder labeled according to the type of document.

"The village office does not seem to reflect a good government office. Documents or files are just stacked on the table without being neatly arranged. "My cover letter once even got tucked away in a pile of other letters and it took more than 1 hour to find it." (ED- Employee)

2. Knowledge of work

Most village officials have very minimal educational background. There are many of them who have only graduated from junior high school, even elementary school, so their knowledge regarding administrative and service work is also very limited. Errors in writing official letters, for example, are very visible in grammar and punctuation.

"I once submitted a cover letter for obtaining a business establishment permit. However, the official letter from the village was written with grammar that did not meet standards. Apart from that, there are also many errors in the punctuation. This shows the limited knowledge and education of the staff at the village office." (EN- MSME entrepreneur)

3. Initiative

The staff at the village office also lack high initiative as government officials. This can be seen in many ways, including when there are people with disabilities who come to the village office to take care of something, the staff do not take the initiative to give people with disabilities a chance first, but they are still left to queue. This shows that staff at the village office do not have a responsive and empathetic attitude towards their residents.

"The staff at the village office are less responsive and lack initiative. I, who came to the village office on foot using 'crutches', certainly hope that I can complete all my business in that office more quickly considering that this physical condition makes me tired more quickly. However, I was surprised, because at the village office, the staff didn't seem to understand the people who should be given priority to. I had to wait quite a long time and queue with other people." (KV- Employee)

4. Mental skills

According to the World Health Organization (WHO) (2022), a capable and mentally healthy individual is an individual who realizes every potential he has, is able to manage normal stress, can work productively, and is able to play a role in his community. Therefore, mental skills and health are very important for human life. In terms of mental skills, staff at the village offices generally do not have good mental skills. Mental ability in this case is defined as something related to the ability to control emotions, managing stress, being able to work productively. Staff generally do not understand how to work productively. Many of them come to the office with the aim of just carrying out routine tasks, without thinking to give excellent service to the society.

"I have come to the village office several times to take care of various letters. I deliberately came early, namely 07.30, to get earlier service. The village office opens at 08.00. But, unfortunately, even though the office has reached opening hours, the staff are still not ready to serve the residents who are already queuing. Some staff were even seen having breakfast at their desks. This shows that they are not working productively." (UY-Student)

5. Discipline

In terms of discipline, it was found that many staff at the village office were undisciplined. The case described above is the most concrete example. However, another example that residents complain about the most is erratic rest hours. Even though it is written in the regulations, rest hours are 12 to 1 p.m, in practice, many staff return to the office after 1 o'clock, making residents wait quite a long time to get service.

"At the village office it is written that the break time is 12 to 1 p.m. However, many staff only return to the office after the break. They also looked very relaxed, without feeling guilty for making residents wait a long time. In fact, it is not uncommon for staff to not return to the office after their break is over, for more personal reasons. This shows the indiscipline of staff working at the village office." (RO- MSME manager)

6. Attitude

In terms of attitudes and behavior, many residents still complain that staff at the village office do not have the expected attitudes and behavior. Many of them are not friendly, do not understand how to communicate properly, and often wear sandals at work, including when serving the community. This shows that they do not understand how to provide quality service.

"At the village office, the staff don't seem to appreciate the people who come to their office. They serve residents wearing sandals, not arrive at the office on time, are unfriendly and don't understand how to communicate well." (TU- Housewife)

The data obtained in this research shows that the performance indicators according to Hady Sutrisni (2009:167) consist of: Work results, (b). Knowledge of work (c). Initiative, (d). Mental Skills, (e). Discipline, and (f). Attitude These elements have not been implemented properly by the majority of staff at the village office. Meanwhile, in terms of service quality, the results of the researcher's analysis can be seen in the following table:

Table 1. Analysis of Service Quality at the Village Offices

No	Public Service Quality	Remarks
1.	Tangible	<p>a. Rooms in the village office are full of piles of documents that are not neatly arranged.</p> <p>b. There are no special queues for people with disabilities.</p> <p>c. Staff appearance is sloppy and they often wear sandals when serving the public.</p>
2.	Reliability	<p>a. The services provided by village offices are not on time (often letters are not finished on the promised day).</p> <p>b. The services provided by village offices were not in accordance with what was promised (the official letter was not prepared according to official letter standards, there were many errors in punctuation).</p>
3.	Responsiveness	<p>a. Staff at the village offices are unresponsive in providing services to community members, partly due to a lack of discipline.</p> <p>b. Staff at the village offices often leave work after break time for personal reasons, thereby disrupting services to the community.</p>
4.	Assurance	<p>a. Staff at the village offices pay little attention to ethical and moral aspects of service. Staff do not respect members of the public who come to their office.</p> <p>b. Staff at the village offices are lack competence and knowledge in providing services. They do not have sufficient knowledge in Office and Administrative Management related matters.</p>
5.	Empathy	<p>a. Staff at the village offices are lack empathy for the community members. This is shown by frequently being late in providing services, and violating regulations made by the village office.</p> <p>b. Staff are lack empathy for people with disabilities. This shows the lack of knowledge of staff regarding the importance of providing priority services to people with disabilities.</p>

From the researchers' analysis of service quality, data was obtained that there are five indicators of service quality (Mukarom and Muhibudin, 2015: 108), namely: Tangibles which are characterized by adequate provision of other resources. Reliability is characterized by appropriate and correct service quality. Responsiveness is characterized by the desire to serve consumers quickly. Assurance, which is marked by the level of attention to ethics and morals in providing services, and empathy, which is marked by the level of willingness to know consumers' wants and needs, have not been implemented by staff in village offices in Indonesia. This is proven by the large number of public complaints regarding the 5 (five) service quality indicators. Improvements really need to be made in the form of training for staff at village offices who have relatively low educational backgrounds so that the quality of service at village offices in Indonesia can improve.

Meanwhile, researchers' interviews with staff from the village office showed that the staff at the village office had minimal educational background. On average, they are graduates of middle school and high school or vocational high school, some even only graduate from elementary school. The number of staff who graduate from college and work in village offices is very small. Therefore, staff at village offices are lack knowledge about office management, service excellent,

effective communication, and work ethics. Effort that must be made to overcome this is through training related to Quality Public Services. Through this training, it is hoped that the performance of staff at the village offices will be better and the quality of public services in the village will improved.

CONCLUSION

The results of the data analysis carried out show that the performance indicators consisting of work results, work knowledge, initiative, mental skills, discipline and attitude, have not been implemented well by the majority of staff at the village offices. Apart from that, data was also obtained that five indicators of service quality, namely: Tangibles, Reliability, Responsiveness, Assurance and Empathy, which are characterized by the level of willingness to know consumers' wants and needs, have not been applied by staff in village offices in Indonesia. This is proven by the large number of public complaints regarding the 5 (five) service quality indicators. Improvements really need to be made in the form of training for staff at village offices who have relatively low educational background so that the quality of service at village offices in Indonesia can improve. For further research, the researchers suggest conducting study related to staff training at village offices in Indonesia.

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