



ANALYSIS OF VILLAGE GOVERNMENT BUREAUCRACY PERFORMANCE OF VILLAGE OFFICIALS IN BERASTAGI DISTRICT, KARO REGENCY

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Abstract

This study aims to analyze the performance of village government bureaucracy, specifically the apparatus of Rumah Berastagi Village in Berastagi District, Karo Regency. Village bureaucratic performance is a crucial indicator of the success of effective, efficient, and accountable regional governance, particularly in the implementation of village autonomy in accordance with Law Number 6 of 2014 concerning Villages. In this study, performance is measured through several key indicators: efficiency, effectiveness, responsiveness, accountability, and the quality of public services provided by village officials to the community. The research approach used is descriptive qualitative, with data collection techniques including observation, in-depth interviews, and documentation. Informants included the village head, village officials, community leaders, and village residents as service users. The results indicate that the performance of Rumah Berastagi Village officials is generally not fully optimal. The effectiveness of public service programs still faces various obstacles.

Keywords: bureaucratic performance, village government, village officials, public services

Abstrak

Penelitian ini bertujuan untuk menganalisis kinerja birokrasi pemerintahan desa, khususnya pada aparatur Desa Rumah Berastagi yang berada di Kecamatan Berastagi, Kabupaten Karo. Kinerja birokrasi desa merupakan indikator penting dalam keberhasilan penyelenggaraan pemerintahan daerah yang efektif, efisien, dan akuntabel, terutama dalam rangka pelaksanaan otonomi desa sesuai dengan Undang-Undang Nomor 6 Tahun 2014 tentang Desa. Dalam penelitian ini, kinerja diukur melalui beberapa indikator utama, yaitu efisiensi, efektivitas, daya tanggap, akuntabilitas, dan kualitas pelayanan publik yang diberikan aparatur desa kepada masyarakat. Pendekatan penelitian yang digunakan adalah deskriptif kualitatif dengan teknik pengumpulan data berupa observasi, wawancara mendalam, dan dokumentasi. Informan terdiri dari kepala desa, aparatur desa, tokoh masyarakat, dan warga desa sebagai pengguna layanan. Hasil penelitian menunjukkan bahwa kinerja aparatur Desa Rumah Berastagi secara umum belum sepenuhnya optimal. Efektivitas program pelayanan publik masih menghadapi berbagai kendala.

Kata kunci: kinerja birokrasi, pemerintahan desa, aparatur desa, pelayanan publik.

Introduction

Villages as the smallest government units in the Indonesian government structure have a very important role in the implementation of development and public services at the grassroots level. Since the enactment of Law Number 6 of 2014 concerning Villages, village governments have received greater authority in regulating and managing their own households, including in financial management and the implementation of community-based development. This makes the village government bureaucracy the spearhead in responding to the needs and aspirations of village communities directly. Therefore, the performance of the village government bureaucracy is an important focus in assessing the extent to which the principles of good governance have been implemented at the local level.

Rumah Berastagi Village also faces challenges in improving the performance of its village government bureaucracy. The community still complains about slow administrative services, lack of



communication between village officials and residents, and weak supervision of the implementation of village development programs. These problems show the importance of systematic and in-depth evaluation of village officials' performance, in order to identify the causal factors and formulate strategic steps for improvement.

Based on this background, this study was conducted to analyze the performance of the village government bureaucracy with a focus on the apparatus of Rumah Berastagi Village. This study will evaluate the extent to which the effectiveness, efficiency, accountability, responsiveness, and quality of public services have been implemented by the village apparatus in carrying out government duties and services to the community. In addition, this study also aims to identify the main obstacles faced by the village apparatus and formulate recommendations that can be applied to improve the performance of the village government bureaucracy in a sustainable manner.

Method

In this study, the approach used is a descriptive qualitative approach, which aims to gain an in-depth understanding of the real conditions of the performance of the village apparatus bureaucracy in Rumah Berastagi Village. The qualitative approach was chosen because it is considered capable of describing the social reality and dynamics of the village bureaucracy based on the direct experiences of informants and the results of observations in the field.

Discussion

Performance of Village Government Bureaucracy: Public Service Perspective

The performance of village government bureaucracy is a reflection of how well the village apparatus carries out its functions in providing services to the community and managing village governance in a transparent, efficient, and accountable manner. In the context of Rumah Berastagi Village, Berastagi District, Karo Regency, the village bureaucracy is faced with various complex challenges. The performance of the village bureaucracy is not only assessed from the quantity of work completed, but also from the quality of service, speed of response, and public satisfaction with the service.

According to the concept put forward by Dwiyanto (2006), the main indicators that can be used to assess the performance of public bureaucracy include productivity, service quality, responsiveness, responsibility, and accountability. These five indicators are the basic framework for assessing the effectiveness of the performance of the Rumah Berastagi village apparatus.

1. Organizational Structure and Division of Tasks

The organizational structure of the village government in Rumah Berastagi has been clearly established, but the division of tasks between village officials is still not optimal. Several village officials still overlap in carrying out their duties, which can cause inefficiencies in public services. This is in line with the findings in a study by Ripka M. Pandiangan (2023), which shows that the role of the Camat in improving the performance of ASN in Berastagi District has been running but is not optimal.

2. Competence and Quality of Human Resource

The competence of village officials in Rumah Berastagi still needs to be improved. Several village officials do not yet have an adequate understanding of their duties and responsibilities. This has an impact on the quality of services provided to the community. Research by Agus Setiawan Ginting (2023) shows that the competence of the village government does not affect the accountability of village financial management, although the study found that the competence of the village government does not affect the accountability of village financial management.

3. Work Discipline and Professional Ethics

The work discipline of village officials at Rumah Berastagi is still a challenge. Some village officials are often late for work and are inconsistent in carrying out their duties. This can reduce the effectiveness of public services. According to research by Lestari et al. (2020), work discipline has a positive effect on employee performance, which also applies to village officials.



4. Community Participation in Development

Community participation in development in Rumah Berastagi Village is quite good. The community is actively involved in planning, implementing, and evaluating infrastructure development. Research by Rian Renaldi (2023) shows that community participation in infrastructure development in Rumah Berastagi Village has been going quite well with self-awareness in the community itself.

5. Village Financial Management

Village financial management in Rumah Berastagi needs to be improved. Although financial reports have been prepared, transparency and accountability in financial management still need to be improved. Research by Ummu Huzairah Br Purba and Nurlaila Nurlaila (2024) shows that although financial reports have been prepared well, there are still areas that need improvement in terms of accountability and transparency.

6. Responsiveness in the Performance of the Rumah Berastagi Village Bureaucracy

Briefly, responsiveness here chooses the alignment between programs and service activities using needs. Responsiveness is included as one of the indicators because responsiveness exclusively describes the ability of public organizations to carry out their missions and objectives, especially to meet needs. Based on the results of observations and interviews, physical evidence of how the performance of the Rumah Berastagi Village Bureaucracy, Berastagi District, is that in increasing Responsiveness, it is by continuing to make improvements based on what the public complains about the performance of the Rumah Berastagi Village bureaucracy. This means that with this, the performance of the Rumah Berastagi Village Bureaucracy has met the Responsiveness aspect because it uses public complaints as material for organizational evaluation in improving the quality of performance.

7. Accountability in the Performance of the Rumah Berastagi Village Bureaucracy

The basic concept of public accountability can be used to see how much the policies and activities of public organizations are consistent with the will of many people. The dimensions according to accountability are accountability of rules and honesty, financial accountability. Based on the results of observations and interviews, physical evidence of how the performance of the Rumah Berastagi Village Bureaucracy in Berastagi District is that in increasing Accountability is by opening space for active community participation in decision-making through musrembangdes or other deliberation forums such as through the Village government portal, Management information system, and Online Platform to report complaints or input. This means that with this, the performance of the Rumah Berastagi Village Bureaucracy has met the Accountability aspect because it opens a public participation forum through a joint forum or media portal as a form of accountability of the Village Government to the Community.

8. Supporting Factors and Inhibiting Factors of the Performance of the Rumah Berastagi Village Bureaucracy

There are several factors that can affect the performance or high or low performance of the State Civil Apparatus depending on the factors that greatly influence it. The supporting factors for the performance of the Rumah Berastagi Village government bureaucracy are as follows: (1) Technological developments make the performance of the Rumah Berastagi Village Bureaucracy faster and (2) The existence of media portals with various channels makes it easier for the Village Government to convey information about the Village to the community. Meanwhile, the inhibiting factor for the performance of the Rumah Berastagi Village Bureaucracy is the human resources for managing the Rumah Berastagi Village Government Organization which must continue to be improved in order to achieve excellent public services in accordance with the wishes of the Community.

However, based on the results of field observations and interviews with community leaders and several village officials, it is known that there are still several problems in the implementation of government bureaucracy. One of them is the low quality of human resources, both in terms of educational background and technical training possessed by village officials. This causes most administrative matters to still be carried out manually and not yet integrated digitally, which ultimately hinders the efficiency of services to the community. In addition, the village organizational structure has not functioned optimally, because there is still overlap in the implementation of tasks between sections,



especially in running programs that involve cross-sector coordination. Lack of internal communication and low community participation in supervising village programs are also major obstacles in realizing accountable and participatory village governance.

Conclusion

Based on the results of the research that has been conducted on the analysis of the performance of the village government bureaucracy in the Rumah Berastagi Village apparatus, it can be concluded that the performance of the bureaucracy in the village administration still faces various significant challenges. The performance of village apparatus in carrying out the functions of service administration, administration, empowerment of administration, and government administration shows an imbalance between the expectations of the administration and the reality in the field. Although there are several village apparatuses who have worked with dedication and professionalism, in general there are still weaknesses in aspects of work discipline, effectiveness of program implementation, coordination between apparatuses, and less than optimal participation of the administration in the planning process and implementation of village government activities.

In terms of administrative services, several residents complained about the slow, non-transparent, and less administrative bureaucratic process towards administrative needs. This shows that the bureaucratic system that should serve the administration quickly and accurately is still hampered by a work pattern that has not been optimally standardized and still relies on conventional approaches. In addition, the human resource capabilities of village officials, both in terms of technical and administrative competencies, still need to be improved through regular training and capacity building.

In terms of internal coordination and communication, the performance of the bureaucracy in Rumah Berastagi Village is also still weak. The lack of regular discussion forums between village officials and the weak collaborative work culture are inhibiting factors in achieving holistic and sustainable village development goals. On the other hand, supervision and evaluation of the performance of village officials have not been carried out consistently and systematically, which leads to a lack of accountability in carrying out tasks and responsibilities.

Community participation in village governance is also still a formality, where village deliberations often only become administrative routines without exploring the aspirations and real needs of the community in depth. This shows that the village bureaucracy has not been fully able to create participatory and inclusive governance.

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