

HR Capacity of Village Government Devices in Improving Public Service

Mimin Yatminiwati¹, Marsuhin², Emmy Ermawati³

Departement of Management, Institut Teknologi dan Bisnis Widya Gama Lumajang^{1,2,3}

Corresponding Author: Mimin Yatminiwati (miminyatminiwati02@gmail.com)

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ABSTRACT

resources for public services in Jatisari village, Tempeh sub-district, and Lumajang district. The problem of this research is how the human resources of the village government are capable of providing public services in Jatisari village, Tempeh sub-district, and Lumajang district. This research method is descriptive and qualitative, looking for data related to the results of the performance of village government officials through direct interviews with the community in Jatisari village, Tempeh sub-district, and Lumajang district. In addition, researchers also collected data from print and electronic media related to the analysis of the human resource capabilities of village government officials in Jatisari village, Tempeh sub-district, and Lumajang district. The results of the study show that the technical skills of the Jatisari village government apparatus carry out their duties using techniques and supporting tools and procedures that are in accordance with the capabilities of a village government apparatus through the Internet. Human skills (human abilities) of the Jatisari village government apparatus motivate each other in carrying out tasks between devices that are carried out fairly and without regard for social status. Improving the ability of the Jatisari village government apparatus to carry out village government administration tasks includes: a) fostering employee discipline; b) education and training; c) work motivation; and d) career development

Keywords: HR Capabilities, Public Services, Village Government Devices



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INTRODUCTION

Human resource capability is one of the determinants of development success. In the context of village development, the success of village development is largely determined by the human resource capacity of village government officials. The issuance of Law No. 6 of 2014 concerning villages provides an opportunity for village governments and communities to become actors in village development. As a result, adequate apparatus capacity determines the village's success in improving governance,

development, community development, and community empowerment. In addition, the resources available in the village—both natural resources and human resources (HR), facilities and infrastructure, and especially village financial resources in large quantities—can be managed in an appropriate, transparent, and accountable manner to improve the standard of living of village communities and especially overcome poverty in the village (Aminah & Sutanto, 2018). However, many people doubt that the village law can be implemented properly. The main focus is on the village government's lack of preparedness; the village government is considered unprepared both institutionally (human resources) and administratively (village administration). The KPK's research discovered a number of issues with village financial management, including the village government apparatus's inability to prepare APBDs that were not in accordance with village needs, poor planning and accountability for village budgets, and village financial management accountability reports that were subpar and prone to manipulation. The BPP Ministry of Home Affairs research (Ministry of Home Affairs, 2015), among other things, found that several villages did not report the use of village funds due to the inability of village government human resources to prepare accountability reports.

In line with the two studies, the Indonesia Anti-Corruption Forum stated that one of the causes of the misuse of village funds was the low capacity of human resources (Aminah & Sutanto, 2018). Mulyana (2012), Examining the Capacity Building of Village Officials for the Village Secretary discovered an increase in understanding of the concept of institutional management (Nor et al., 2015), Researching the Performance of Village Officials in Community Services discovered village officials have productivity capabilities (in terms of providing facilities), good responsiveness to incoming aspirations, and responsibility. Abdullah's research results (2016) reveal that most village apparatus are ready to report financially but are still experiencing financial management problems due to a lack of reliable and understanding human resources. Research conducted by Wahyudi (2017) revealed that the village government is still experiencing serious problems in administering village governance, including the lack of capacity of village government human resources, a limited number of village officials, and village officials who do not understand their respective duties. Jaitun (2013), who examined the performance of village officials, found that responsibility has the most important role among other indicators because it also serves residents outside of working hours. (Alam, 2016), examining the strategy for increasing village apparatus resources, assesses that the pattern of increasing resources is still limited to comparative study activities, outreach, and routine and monotonous short courses.

As a result, it is not effective in increasing the professionalism of village officials and results in a lack of contribution, knowledge, and responsibility on their part. Given the importance of the human resource capacity of the village government to support the administration of village governance, the aim of this research is to analyze the human resource capacity of the village government in administering government, developing development plans, managing village finances, and overcoming problems in the village. This research is intended to provide data and information as input for efforts to improve the human resource capacity of the village government, which is the main issue in the implementation of Law No. 6 of 2014 concerning villages. Based on this information, the researcher will choose the title "The Capability of Village Government Human Resources in Improving Public Services."

METHODS

This type of research is qualitative. This study uses descriptive research with qualitative analysis (Burhan, 2012), which focuses on efforts to provide a description (illustration) of the capabilities of village government human resources in providing public services in Jatisari village, Tempeh district. This research was conducted with a case study approach. Case study research is a detailed study of a setting, a single subject, a place for storing documents, or a particular event (Ahmadi, 2014:69). Meanwhile, Herdiansyah (2009: 64) says that a model that emphasizes the exploration of a bounded system in one case or several cases in detail is accompanied by in-depth data mining involving various sources of rich context. This

qualitative research is used to describe the "ability of village government human resources in providing public services in Jatisari Village, Tempeh District, Lumajang Regency." The data collected and used in this study are primary and secondary data. In this study, primary data were gathered through observations and interviews with informants from the research object. Secondary data in this study are documents regarding the "ability of village government human resources in providing public services in Jatisari Village, Tempeh District, Lumajang Regency." Data collection techniques used in this study were interviews, observation, and documentation. Data analysis is an important factor in determining the quality of research results. The author also uses a qualitative descriptive analysis method.

RESULTS AND DISCUSSION

Efforts to Improve Human Resource Capability for the Jatisari Village Government

Employee discipline development

Empowerment efforts can be made through discipline coaching to increase the efficiency and effectiveness of village government officials' work in carrying out their main tasks and organizational functions, so that they always obey and comply with various applicable provisions and demonstrate high work performance. Efforts to improve work quality through discipline coaching necessitate a framework or guideline that clearly contains a system of coaching methods and procedures, as well as the goals and objectives of each form of village government apparatus that is mentally sound, efficient, effective, and aware of responsibility in carrying out and carrying out tasks, governance and development tasks. The development of work time discipline is the form of implementing device discipline in the Jatisari village government, because accuracy during office hours is very closely related to other disciplines. Violations of time discipline for Jatisari village government officials tend to occur frequently. From the results of an interview with the village head of Jatisari, he said that the level of discipline in the village government apparatus was still relatively low and that often some village government officials came to work late and sometimes went home early for various reasons.

Discipline in Village Government Apparatus

The discipline factor referred to in this description is discipline in terms of the aspect of accuracy and the need for each village government apparatus to be operational at a predetermined time on each working day. From the previous description, it shows that in general, the Jatisari village government officials are less effective in carrying out their duties and responsibilities, or, in other words, that one of the factors that has a negative effect and can hinder the ability to carry out administrative tasks is the indiscipline of the village government apparatus in carrying out their duties. The empowerment of village government apparatus is required to anticipate population world developments that are so rapid that professional village government officials are required to carry out their duties properly. In order to increase the ability to anticipate increasingly complex tasks in the field of government and development, in carrying out the main tasks and functions of the village government, Jatisari has implemented empowerment of the village government apparatus, namely:

1) Education and Instruction

Education and training are efforts to empower the village government apparatus, especially to improve intellectual abilities in human personalities. Education in a capacity-building process is directed in the direction desired by the organization. Training is part of the educational process that aims to improve a person's special abilities or skills. It is hoped that the education and training received by the Jatisari village government apparatus will enable them to carry out the tasks properly assigned to them without direct direction from their superiors. Education and training can be seen as one of the ways to improve the human resources capacity of the village government to serve the interests of the community. The importance of education and training programs is aimed at increasing their ability to manage activities according to their profession. From the results of an

interview with the village head, Mr. Hasim, he said that the district education and training program does exist, but it's not that we've never participated in it; we've just rarely attended it because it's sometimes far and long.

2) **Work Motivation Provision**

The form of work motivation given by the village head is to give encouragement and fully surrender tasks to his subordinates to be carried out with full responsibility.

3) **Career Development in the Workplace**

In order to further improve the quality of the Jatisari village government apparatus' resources, all village government officials who have participated in the education and training program are given the opportunity to develop their careers at work in an effort to empower village government officials. Career development means that a government apparatus wants to continue working in the organization where it appears to have worked for a long period of time. Likewise with other tasks, namely those of clerks, village secretaries, section heads, and soon.

Supporting factors and inhibiting factors

Based on the previous description, especially the description of the real conditions of carrying out the tasks of the Jatisari village government apparatus in the field of carrying out village government administrative tasks, This situation is certainly due to the negative influence of several factors, including:

1) **Supporting Factors**

As for the factors that support the government in carrying out the task of recording or registering, making monographic data, and documenting archiving,

a. **Software**

The software referred to here is the rules and/or instructions for filling in register books. The results of the research indicated that the intended instructions included register formats as well as examples of monograph formats and filing techniques available at the village office.

b. **Hardware**

The hardware referred to here is office facilities. From the observations of researchers, these office facilities are quite adequate for carrying out government activities at the village level, including equipment such as computers, desks, work chairs, and others.

2) **Inhibiting Factors**

The factors that hinder the government in carrying out the duties of government officials are as follows:

a. **Ability to Know the Skills of Each Village Government Device**

The capability and/or skill factor of each village government apparatus in the field of tasks for which they are responsible is one of the determining factors for the effectiveness of carrying out the tasks assigned to them. However, the reality shows that this factor is lacking in each Jatisari village government apparatus, even though the formal education level of each apparatus is considered sufficient, where out of a total of ten apparatus consisting of the village head, village secretary, three heads of affairs, and three heads of sections who are presented in existing registers and monographs, one is related to village government officials' inability to submit various reports or data. This situation was confirmed by the results of the researcher's interview with the Jatisari village head, who stated that secretaries, heads of affairs, and section heads, including hamlet heads, tended to lack commitment and dedication to carry out their duties properly due to their low ability or skills, especially in terms of reporting and recording various activities or events that occur in governance and development.

b. Educational Factors

The educational factor is a factor that cannot be separated from its influence on the performance of village government officials; the higher a person's education level, the greater the level of understanding of tasks and functions. In other words, one of the factors of low education is that it can hinder the ability to carry out the tasks of the village government apparatus, causing less effectiveness in carrying out the tasks of the village government and its devices. Judging from the results of research through documentation data in the field regarding the education level of the apparatus, not all of them have an undergraduate degree (S1) in Jatisari village, but most of them only have education up to senior high school.

c. Village Government Apparatus and Discipline

The discipline factor referred to in this description is discipline in terms of the aspects of accuracy and compliance of each village government apparatus at a predetermined time on each working day. From the previous description, it is clear that in general, the Jatisari village government apparatus is less effective in carrying out its duties and responsibilities. In other words, one of the factors that has a negative effect and can hinder the ability to carry out the duties of village government officials is discipline. Another thing that is also the cause is the low attendance of every village government apparatus to create discipline, especially discipline in terms of accuracy and adherence to time or working hours on every working day. From the results of document research, it appears that the frequency of attendance of village government officials every working day can be assessed as still lacking, because it is very natural that the implementation of tasks, especially register recording, is not carried out properly, especially for devices that function as secretariat tools and other devices. The researcher interviewed a community informant who had handled letters in the village; the researchers asked about the discipline of the village government apparatus. They said: "The level of discipline of the government apparatus in Jatisari village is still low. In fact, when I went to the village at 8:00, the office was still quiet. It will open at half past 9.00 WIB." This was also confirmed by several residents living around the village office.

d. Government Support

The Jatisari village government is a government whose village head is directly elected by the people, so the village head is not a civil servant. However, the effectiveness of carrying out their duties and responsibilities still requires government support, especially the district government. The support referred to here is the effort of the district government to provide assistance to each village government apparatus in the form of administrative and technical guidance, skills, supervision, and control. However, the results of the researcher's analysis show that the government's support is not fully realized.

e. working conditions

The working conditions referred to in this description are an atmosphere that can encourage a village government official to actualize his potential and perform his job well. In order for these conditions to be realized, a cooperative and collaborative atmosphere, adequate work facilities, and clarity of the duties and responsibilities of each apparatus must be created. However, from the results of the research analysis of the previous description, it is apparent that such working conditions are not included. Undisciplined village government officials keep working hours, are unskilled, and lack dedication and commitment to tasks, reflecting an uncooperative, collaborative work environment and a lack of clarity of duties and responsibilities of each device due to a lack of work facilities. The latter was reinforced by the results of interviews with the village secretary and section heads, who essentially stated that "in carrying out their duties, the facilities provided were not sufficient or supportive." It was further explained that the inadequate facilities included office equipment such as work desks, chairs, workspaces, filing cabinets, computers, and so on.

CONCLUSION

Based on the findings and discussions of research on the capability of village government human resources in providing public services in Jatisari village, Lumajang district, technical skills, which include proficiency, speed, and timeliness in serving the community, and human skills, which include not discriminating, being fair, and putting the interests of the community first, the researcher can conclude that the technical skills (technical skills)Administrative skills, speed, and timeliness in serving the community in correspondence conducted online or manually pertain to the technical skills of the Jatisari village administrative staff; most of them do not master IT. It can be concluded that the human resources of the Jatisari village government apparatus cannot be said to be good. The condition of the Jatisari village government officials' human skills (human abilities) motivates each other in carrying out tasks between village government officials to provide good service to the community and provide positive nuances for existing introduction and development.Humane abilities do not discriminate, are fair, and prioritize the interests of society, all

of which are carried out fairly without discriminating against social status. The ability of the Jatisari village government apparatus to carry out administrative tasks is still low. It can be proven by what is found in the field that there are still many books for archival records that are not filled in. Improving the ability of the Jatisari village government apparatus in carrying out village government administration tasks, including a) discipline development, b) education and training, c) work motivation, and d) career development

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