

The Performance of Village Government Apparatus in Improving the Quality of Public Services in Hamparan Rawang Sub-District, Sungai Penuh City, Jambi Province

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ABSTRACT

This research starts from a variety of problems that have emerged since the promulgation of new village regulations, namely Law Number 6 of 2014 concerning Villages, where strengthening village capacity is being discussed, this certainly demands the performance of village government officials to carry out their duties and functions. The new paradigm of implementing village governance marked by the enactment of Law No. 6 of 2014 concerning Villages has had far-reaching consequences for government institutions at the village level. The purpose of this study was to analyze the performance of the apparatus, the quality of public services, inhibiting factors and supporting factors in providing services in Hamparan Rawang Sub-District, Sungai Penuh City. This study used a qualitative approach in two villages in Hamparan Rawang Subdistrict as research objects. The results of this study indicate that the performance of village officials in improving the quality of public services in Hamparan Rawang Subdistrict has not been maximized and there are still many constrained by lack of budget factors, low quality of human resources, inadequate facilities and pre-facilities, and lack of understanding of village apparatus on IT implementation.

Keywords: Performance; Village Apparatus; Quality of Public Services.

INTRODUCTION

Since the promulgation of new regulations concerning villages, namely Law No. 6 of 2014 concerning Villages, strengthening village capacity began to be discussed. This certainly demands the performance of village government officials to carry out their duties and functions. The new paradigm of implementing village governance marked by the enactment of Law No. 6 of 2014 concerning Villages has had broad consequences for government institutions at the village level. In order to realize the goal of village autonomy, which is to accelerate the achievement of people's welfare through improving public services in the village, government institutions at the village level are required to be able to provide easy, fast and inexpensive public services as long as the community has always dreamed (Ahmad, 1959; Eltrudis & Monfardini, 2020; Xie & Zhang, 2020). considering that people's access to easy, fast and cheap services from village government apparatus is still difficult. Therefore, public services still need to be improved, both through cultural, structural and campaigning to build a culture of serving the citizens (Eltrudis & Monfardini, 2020; Haug et al., 2020; Kirchheimer, 1989; Santoso et al., 2021).

Various problems that arise in the village government can be indicated from, among others, the amount of funds used to finance government apparatus that are not balanced with the quality of optimal service to the community (Ginder et al., 2009; Natsir, 2018; Niswaty, Mano, et al., 2015; Suhardi et al., 2019). Later, the quality of services provided by village government apparatus can be considered very poor. or national scale often complained about public services

in government agencies, especially concerning the complicated bureaucratic path so that it is quite troublesome. The condition also occurs in the regions and even in the village.

Public service is one of the responsibilities of government agencies, both at the center, in the regions, as well as at the village level. The implementation of public services is one of the functions of the government in facilitating the community in using their rights and obligations as citizens. In administering services by the government, community satisfaction is fulfilled if the services provided by the government to them are in accordance with what they expected before, by paying attention to the quality of services provided is relatively affordable and the quality of service is of good quality. Therefore, the poor performance of the village government apparatus reflects the quality of performance of the local government.

Poor apparatus performance in the village government in Hamparan Rawang Sub-district, Sungai Penuh City occurs in the form of low work productivity and discipline from village government apparatus, as well as inadequate work facilities, so that quality services often experience difficulties because village government officials have not knowing and understanding how to provide good service, this problem is caused by the low capacity of village government officials.

In the village government environment, the village head and all village officials as the executor of the government in the village are expected to carry out village government duties well in order to create people's welfare and development in the village. The performance of the village government apparatus is one measure that states how far the target (quantity, quality and time) that has been achieved, which target has been determined in planning before the program runs in the village administration.

In line with the current reform demands that require changes in a better direction, namely to require that the development process in the village be carried out smoothly and in accordance with the needs of the village community, the government feels the need to change the face of the Village Government to truly can reflect democracy that has not been created so far. From this phenomenon, what is currently happening in Hamparan Rawang Sub-District, Sungai Penuh City is very worrying, seen from the performance of village government officials who often get sharp attention from the community. This problem can also be seen from the low ability and expertise of village government officials in providing services. Quality services often experience difficulties to be achieved because the village government apparatus in the Sungai Penuh Sub-District of Hamparan Rawang does not always understand how to provide good service, this is also caused by the low ability of the apparatus viewed from their educational background and work ethic. human (village officials).

Villages are the pioneers of an autonomous and fully sovereign democratic system. For a long time the village had a system and mechanism of government and their respective social norms. In Law No. 6 of 2014 concerning Villages, villages are legal community units that have territorial limits that are authorized to regulate and manage government affairs, the interests of local communities based on community initiatives, origin rights, and / or traditional rights that are recognized and respected in the government system United Nations Republic of Indonesia (NKRI).

Hampan Rawang Subdistrict Sungai Penuh City is a sub-district that was established before the expansion of Kerinci Regency. This sub-district has a diversity of social, cultural, and religious backgrounds, because according to the topography of this sub-district it is in the center of Sungai Penuh City which is also the center of the capital Sungai Penuh.

Judging from the duties and functions and obligations of the village apparatus, the task of the Village Secretary is to assist in general and financial administration in carrying out the duties and authorities of the village government, carrying out the duties as village head if the village head is absent, carrying out the duties of the village head carry out other tasks given by the village head. The function of the village secretary includes planning, implementing and coordinating activities in the general administration and financial fields.

Based on the general findings of the implementation of the village government above, it has been illustrated in part by the performance of the village government apparatus in Koto Beringin Village, and Kampung Diilir Village, Hampan Rawang Sub-district, which aims to improve public services for the village community. However, there are still many obstacles in the field, namely, there are still many complaints from the village community about the performance of village government officials complained by the community.

Thus based on some of the problems mentioned above, the authors are interested in raising the research with the title of Village Government Apparatus Performance in Improving the Quality of Public Services in Hampan Rawang Sub-District, Sungai Penuh City, Jambi Province.

METHOD

This study included a type of qualitative research with descriptive methods. This study seeks to describe or describe a situation or event as it is. According to (Creswell, 1999, 2010; Creswell & Clark, 2017; Creswell & Creswell, 2017; Fetters et al., 2013; John W Creswell, 2013) Qualitative research is research that produces descriptive data in the form of written or oral words from people people or behavior observed. The study was conducted in two villages in the Hampan Rawang Sungai Penuh Sub-district of Jambi Province namely Kampung Diilir Village, and Koto Beringin Village. Data collection techniques used observation, interviews and document studies. Data analysis in this study will done with two models, namely, first, an interactive model developed by Miles and Huberman (2014) which began with data collection, data reduction, data presentation, and conclusions or verification. Second, a case study model was developed by (John W Creswell, 2013) which divides three analysis techniques for case studies (1) pairing patterns, (2) making explanations, and (3) time series analysis.

RESULT AND DISCUSSION

Performance of Village Government Apparatus in Providing Public Services

The performance of the village apparatus in administering the village government in this case is the achievement or satisfaction of the results that have been carried out by the village apparatus for the community such as services provided directly to the community such as the making of a certificate of transfer of population and others. In addition, the community feels that

efforts to improve the quality of services through training and training for village government officials.

The substance of the performance measurement instrument consists of aspects that affect the quality of the implementation of the task and which are measured include: a. Work Achievement, b. skill (c) Attitude d. Leadership.

The four aspects become guidelines in interviews with informants related to the performance of village government officials in improving the quality of public services in Hamparan Rawang Sub-District, Sungai Penuh City. Performance achievement is the work of village government officials in carrying out their duties both in quality and quantity of work.

1. Work Achievement

Achievement of the work of the village government apparatus in Hamparan Rawang Sub-District, Sungai Penuh City in improving public services to the community by analyzing problems especially regarding the readiness and response of village government officials in providing services, through performance indicators according to the concept of Agus Dwiyanto. 1. Productivity, 2. Quality, 3. Accountability. The informants used in this study are as follows: Village Head, Village Secretary, KAUR Government, KAUR Development, Community Leaders, and Youth Leaders.

This is in line with the interview with the author along with Mr. Amsal, Chairman of the BPD in Koto Beringin Village. To find out the performance of the village apparatus in Hamparan Rawang Sub-District, Sungai Penuh City. Chairperson of RT 5 Koto Beringin Village, and strengthened by the Kadis of Community Empowerment and Village Government Mr Syahran Efendi *"In my opinion regarding his firmness in making good decisions, he is very responsive when there is a problem in the community. In addition, he also manages the government in his own right, but all of it has been distributed to the village officials according to their abilities"*. (Interview August 8, 2018).

Tenti Kurniawati Kaur Umum Desa Kampung Diilir said *"He is the Village Chief, if you can say wise, he is wise, because he always supports every development implementation program in the village. There is no such thing as favoritism. Not only is the area preferred, but alternating or alternating. his subordinates in the matter of development always involve those who have an interest in development"*. (Interview on August 13, 2018).

In line with Aditia Kusuma, Chairman of RT 5, Koto Beringin Village, said *"Head of Koto Beringin Village is quite good at its performance. The village program went well and the village head gave his performance with a role that involved other village government officials. And receive complaints from subordinates"*. (interview August 8, 2018).

The statement was emphasized by Mr. Syahran Efendi Kadis Community Empowerment and Kota Sungai Penuh Village Government said *"The leadership of the Koto Beringin village head as well as Peltu village head of Diilir village is good enough. The village head is still young. Strictly in making decisions in the village. Likewise, Peltu Village Head of Diilir Village is currently active in developing villages"*. (interview 6 August 2018).

Based on the results of the research described above, the Village Government in Hamparan Rawang Sub-District, Sungai Penuh City has better performance in terms of productivity. This is indicated in the quantity / amount of services that can be delivered / given to the community. Field observations show that the community is well served without knowing the place and hours of work. In the village head's house and in the other village apparatus houses the community also continues to be served as usual. Likewise, when working hours have expired the community also continues to be served.

Thus the Village Government in Hamparan Rawang Subdistrict has tried to show good performance. Related to the concept of performance, (Rummler & Brache, 1995) suggest there are 3 (three) levels of performance: organizational performance, process performance, and individual / work performance.

From the results of the above research the authors also observed in the field. The field showed that the Village Government of Hamparan Rawang Subdistrict was only able to show the performance of individuals / jobs. Because the facts showed that the role of the Village Head was very dominant in the management of village administration. Whereas the village secretary and staff have not been able to show the same level of performance compared to the Village Head. Even though he won the village race title, this could not be used as a benchmark for the success of the Government of Koto Beringin and Kampung Diilir Villages as a level of organizational performance.

Work Achievement is the work of the village government apparatus in carrying out tasks both in quality and quantity of work. Work performance is a guideline for all village government apparatus in Hamparan Rawang Sub-district, Sungai Penuh City in providing public services to the village community. Rawang Expanse must achieve work performance to provide public services to the community. So that the work performance of the village government apparatus in the District of Hamparan Rawang illustrates the target to be achieved, namely the achievement of village government apparatus.

Achievement of the work of the village government apparatus in Hamparan Rawang Sub-District, Sungai Penuh City in improving public services to the community by analyzing problems especially regarding the readiness and response of village government officials in providing services, through performance indicators according to Agus Dwiyanto's concept: 1. Productivity 2. Service Quality 3 Accountability.

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2. Skill

When viewed from the aspect of performance as a behavior according to (Jensen & Murphy, 1990), then all village officials in Hamparan Rawang Subdistrict have good behavior that supports good performance. However, this is constrained by the abilities and skills of individuals in administrative management, especially in terms of IT usage.

Measurement of organizational performance to be measured effectively there should be a standard of performance. This can be a benchmark or reference in assessing organizational performance. Based on the results of the above research and field observations there are no performance standards that become reference for village officials in Hamparan Rawang District Sungai Penuh City to carry out its main tasks and functions.

Although it is known that the duties and functions of the village government apparatus are regulated in the Village Law, Government Regulation (PP) which regulates the administration of village government, the Minister of Home Affairs Regulation on Village Administration, Ministerial Decree on Public Service Standards, and so forth. However, all of these regulations have not become a performance standard for the Village Government in Hamparan Rawang District, Sungai Penuh City.

Tasks and Functions of the Village Government According to (Zainun et al., 2018) there are four key tasks and functions of administration and management of Indonesian government, namely: (a) Formulation and determination of general policy, (b) Leadership, (c) Supervision, (d) Coordination. These four administrative and management functions will be applied at every level of government in the structure of the government of the Republic of Indonesia. Based on the task of the government function, it means that the village government as an integral part of the national government also carries out these functions even in a narrower scope. By village government units like the village government as the lowest government unit, they have 3 main functions, namely: (a). Service to the community, (b). Operational function or development management, (c). Administration or registration functions (De Conno et al., 1996).

Based on the results of research and observations in the field, the Village Government in Hamparan Rawang Subdistrict has implemented services to the community including village administration services. Associated with operational functions or development management can indirectly work when the village administration is running well. The availability of sufficient data and information about the village will certainly support every village development activity in Hamparan Rawang District. Administration functions or registration in the Hamparan Rawang district village still need to be continuously improved and changed from manual methods to a more based method on computer use as part of the village government management information

system. With expertise possessed by village government apparatuses proven by the charter winners of village competitions at Hamparan Rawang District which were successfully achieved.

The following are the results of the Interview of the Researcher with Mr. Amsal as Chair of the BPD in the Village of Koto Beringin, Hamparan Rawang District. He said *"In my opinion, regarding the assertiveness of the Village Chief in making good decisions, he is responsive when there is a problem in the community. In addition, he also manages the government not to be handled by himself but all has been distributed to village officials according to his abilities"*. (interview August 8, 2018).

Interview with Turn Kurniawati Kaur Umum Desa Kampung Diilir said that: "He is Peltu Village Chief, if you can say wise, he is wise, because he always supports every development implementation program in the village. There is no such thing as favoritism. Not only is the area preferred, but alternating or alternating. towards his subordinates in matters of development always involving those who have an interest in development". (Interview on August 13, 2018).

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According to the researcher, the performance of the village government apparatus in Hamparan Rawang Subdistrict was caused by different levels of ability in understanding the reasons or considerations of the implementation of a program. The development of a village was influenced by all parties, and one important factor was the leadership of the village head in collaborate in development in the village.

3. Discipline of the Village Apparatus

A discipline concerning timeliness in a job can also include those in terms of carrying out tasks in serving the community as well as other tasks such as from superiors, discipline is also often associated with the arrival and return of officials from the village office who of course this is the Village Office in Hamparan Rawang District.

This opinion is seen in the review given by (Hariyono et al., 2019; Niswaty, Manno, et al., 2015; Saggaf et al., 2018) which defines performance as a result of work achieved by a person in carrying out tasks assigned to him made aware of skills, experience, excellence, and time. While the mentality is the attitude of the soul and behavior of someone who is always in harmony with the values that apply and contain goodness. Whereas mental attitudes related to decisions on norms that contain truth values include discipline.

4. The Spirit of Work Owned by Village Apparatus

According to Yuwono (1983) what is meant by work morale is "the availability of psychological attitudes and feelings in the form of willingness to make efforts for certain purposes". Based on the results of the Kaur Development and Community interview, it is known that every village apparatus is willing to work together, this attitude is indicated by an attitude that is always ready when asked by colleagues to help work that is considered difficult to work alone even though it is not the field of work.

From the results of interviews conducted by researchers in the village of Koto Beringin and Kampung Diilir Village Government Apparatus, it is known that every apparatus has carried out a task that is embraced with high enthusiasm. In addition, the apparatus also wants and is able to actually work together, it can be seen if there is a village official who is working on a task then other village officials will help.

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5. Completion of Tasks

The completion of work well and on time is a measure of success in achieving good work. The results of work are a measure of ability, accuracy and responsibility. Every employee if there is work that is always delayed, the implementation and completion will result in other work being delayed.

From the results of interviews and observations made by researchers on the process of completing the task by the Koto Beringin Village apparatus and the Kampug Diilir Village apparatus it was fairly good where the assignments were given on time. Human resources that can be relied upon are also very instrumental in this matter which is related to the completion of tasks that have to do with community members.

6. Attitude

After the performance of the village government apparatus in providing public services to the community in Sungai Penuh Sub District Hamparan Rawang seen from the aspect of expertise, then when viewed from the aspect of attitude (attitude) of course the results will be different. Likewise with behavior in carrying out the duties and functions of village apparatus in Hamparan Rawang District.

In accordance with the results of the interview with the author of the community, Community Leaders of the Koto Beringin Village and also the KAUR Kadus and the people of Kampung Diilir Village, Hamparan Rawang Sub-District. Which they mentioned that the attitude of village government officials in Hamparan Rawang District had a different attitude. So that the service takes place depends on the attitude of the people who want to request the services of the village apparatus.

7. Leadership

Based on the results of interviews with the village of Koto Beringin and Village Devices, Kampung Diilir said that the Village Head was quite wise in determining development programs in the village, especially the construction of physical facilities for roads and mosques. But there are also those who argue that the implementation of the program has not been implemented fairly and evenly. This can be seen in the excerpt from the interview with the Proverb Chairman of the BPD in the Village of Koto Beringin and Tenti Kurniawan, the General of the Village of Kampung Diilir, who said *"The leadership of the Village Head in mobilizing development in Koto Beringin Village, Hamparan Rawang District in relation to the community in terms of mobilizing development, the Village Head must also have the right strategy to provide good relations to the community from village officials in carrying out various tasks and functions, because creating village familiarity with the village community must have a good relationship with the community in promoting development"*.

Based on the interview above, the authors conclude that a village head can be said to be an influential leader if he can carry out his duties properly and is able to approach and embrace the community. Associated with the number one person in the village, a village head in carrying out his duties must be able to give an example tools and the community in terms of making a decision or policy which also includes managing the village administration.

Efforts of Village Government Apparatus in Improving the Quality of Public Services in Hamparan Rawang District

To measure the dimensions of tangible in an effort to find out the quality of public services in the Office of the Village Head of Koto Beringin and Kampung Diilir the authors measure through the following indicators:

1. Employee appearance in serving service users

The appearance of service personnel greatly influences the quality of services provided. Associated with the appearance of the village government apparatus in the Office of the Head of the Koto Beringin Village and the Office of the Village Head of Kampung Diilir Hamparan Rawang Subdistrict village apparatus has a neat appearance and yet does not use uniforms according to stipulated provisions. This is in accordance with the statement of Pak Dodi Irawan Kadoto Kingin Beringin Hilir who interviewed the researcher on August 4, 2018 which said *"The appearance is very influential in the service process because appearance is one of the elements that will later support to provide service, the attitude and appearance of the apparatus is the first impression for the service users who come. If the appearance of the apparatus is not attractive, the service users will also not be interested in the quality of the service apparatus"*.

Besides that Septian Day Kasi Jasa said *"The appearance of the service apparatus at the Office of the Village Head of Kampung Diilir has not yet worn a uniform"* (interview dated August 4, 2018). The same thing was also conveyed by the Head of Government of Weni Anggraini, who also said that *"the appearance of employees in the Kampung Diilir Village Chief is neat and yet*

uniform clothes cannot be used because uniforms are not yet available" (interview 4 August 2018).

Appearance is indeed very influential in the service process in order to create a good impression. The service apparatus will maximize its appearance for quality services for service users so that the ultimate goal of satisfaction can be achieved.

2. Comfort of service

Convenience of place in the service process is very important for service users. Besides that, the service place also greatly influences the quality of service of the village apparatus as a public service provider must provide a comfortable place for the service users who come, from providing sufficient space so that service users do not feel cramped in the room, then provide seats tailored to the existing space. In addition to seating, air conditioners such as air conditioners are also needed for the convenience of service users. If the day has started at noon, then usually in the room it will get hotter especially many people are queuing to get service.

The convenience of the service place, Wiwin Windari, the Koto Beringin community on August 13, 2018 said *"This place of service is not yet comfortable because a lot of paper is messy on the table and it hasn't been neatly arranged, besides that this place hasn't used air conditioning yet so during the day it's very hot"*.

Ramat Irsan Sekdes Koto Beringin also said *"The service place here is generally comfortable, except that there are no air conditioners like AC yet, so that service users and other village apparatus are equally comfortable in carrying out the service process."*

3. Ease in the service process

Based on the research conducted, in Koto Beringin Village and in Kampung Diilir Village Hamparan Rawang Subdistrict has already implemented convenience for service users who want to take care of their needs at the Village Head's office. From an interview conducted by researchers with Lasmi Salam Datuk Chairperson of the Kampung Diilir Customary Village Institution with Haryadi Juaini on August 8, 2018, said *"Kampung Diilir village has provided convenience to me in the service process so that I have not been confused in taking care of my needs or in looking for the conditions that I need"*. Haryadi Juaini also said. *"The Koto Beringin village apparatus here has provided convenience in service to service users. For example, when I take care of the needs here, it is not complicated"*. The ease in the service process is very necessary so that service users do not feel difficulties and confusion in managing their affairs at the Village Head's office in Hamparan Rawang District.

4. Employee discipline in carrying out the service process

Work discipline is needed by every employee in carrying out service. Discipline becomes a requirement for the formation of attitudes, behaviors, and life systems that will shape the personality of employees who are full of responsibility in work, thus creating a conducive working atmosphere and supporting efforts to achieve goals.

5. Use of assistive devices in service

The existence of aids is very supportive of the service process so that services can be done quickly. As stated by Yefrianto, Head of the Youth Association of Koto Beringin and Hegian Villages, the Chairperson of Diilir Village Youth Organization:

"Tools needed to help the service process, such as computers and devices." Besides that, related to the tools used, they said that, "As far as I know the tools used in the village head's office are computers and printers which are usually used for correspondence". (August 10, 2018)

The use of assistive devices in the service process is very important, because the presence of tools will facilitate service employees in serving the community. 2. Reliability Dimensions (Reliability) To measure the dimensions of Reliability in an effort to find out the quality of public services in the Hamparan Rawang District Office of Sungai Penuh City can be measured through the following indicators:

a) The accuracy of the village apparatus in serving service users

The accuracy or accuracy of the apparatus in serving service users is very important for the service process. If the village government apparatus is not careful in serving the community there will be mistakes and create new jobs. So from that the village apparatus must be careful in carrying out task responsibilities especially those related to service in order to create good service and the community will judge well. Based on the research conducted, the village government apparatus of Hamparan Rawag District, Sungai Penuh Subdistrict have been careful or thorough in serving the community. This is in line with the author's interview with Munai as a service user and Wiwin Windari. He said that: *"The apparatus here has been meticulously. As long as I have taken care of the needs, I have never found any mistakes made by the service apparatus in the village". (Interview August 8, 2018).* Based on the above, it is clear that the apparatus in carrying out the service process must be careful so that there is no mistake that requires service users to take care of the mistakes made by the apparatus due to the apparatus' inaccuracy in performing the service process.

b) Have clear service standards

Hamparan Rawang Subdistrict, Sungai Penuh City does not yet have a clear service standard on Public Service Standards in Subdistricts. These standards include service procedures, service times, service costs, service products, infrastructure, and service personnel competencies. However, the community as service users do not all know the standard of public service at the Village Head's office in Hamparan Rawang District as stated by Mr. Anton. He said *"I do not know about the problem of whether or not there are public service standards at the Office of the Head Office of the Koto Beringin Village. What I know is my duty to the community as my tufoksi as Village Secretary". (interview August 8, 2018).*

c) Employee Ability to use tools in the service process

The ability of the apparatus to use tools in the service process is a very important capital in supporting service quality. However, based on the research carried out, village officials in

Hampanan Rawang Subdistrict have not all been able to use the tools available in the service room. Rahmat Irsan as Secretary in the office of the Head of Koto Beringin Village said *"Not all village officials here are able to use tools in the service process. Here we are only two, who have been able to use only me and the village head. The rest of the apparatus have not been able to. I am only able to use these tools as far as just taking care of community needs such as typing letters"*. (Interview 4 August 2018).

The ability of the apparatus to use tools in the service process is very important so that the service process can run well. All apparatuses on duty at the Office of the Village Head must have the ability to use tools so that the service process runs smoothly.

d) Expertise of village officials in using tools in the service process

In addition to ability, expertise in using tools also needs to be owned by government officials in serving the community. It can be seen if the service is crowded with many service users who come, apparatuses who can use tools in the service process such as cameras, computers and devices, only one or two are experts in mastering these tools.

Ari Sandra, a village youth from Kampung Diilir, also said *"Employees should be experts in using tools. But I also can't say that here everything is an expert because I don't pay too much attention"*.

Village government apparatus in service must have expertise in mastering tools in the service process in order to assist services so that the service process is faster and does not rely on others in using these tools. (Interview August 7, 2018). 3. Dimensions of Responsiveness (Responsiveness).

e) Respond to every service user who wants to get service.

Village government officials must respond to service users who arrive. Service users will feel valued by the village apparatus when the government apparatus can give a good response. As stated by Ari Sandra, the village youth of Kampung Diilir, said *"The village government apparatus here has already responded. But there are some apparatuses that I see ignorant. I don't pay too much attention, obviously the one who serves me is the village apparatus response and response time depends on the officers during the deal not so long I wait for him"*.

f) The apparatus services quickly Not all village officials can serve quickly.

All that depends on whether or not the apparatus is in the service room. If the apparatus only has one or two while there are many who are waiting in line, the possibility of serving quickly will be small. The Head of the Koto Beringin Nafrial Village and the Head of the Village of Diilir added that *"Village government officials always serve quickly and precisely so that I do not have to wait long in the service process, for example when people need the KK letter, legalize and so on, village officials directly do what the residents need"*. (Interview 4 August 2018). Fast and appropriate service is an important thing that must be done as a form of responsiveness to service users, but besides fast service, it must also be done appropriately. If the village apparatus has

provided services quickly and meticulously, the service personnel have carried out their duties with professionals so that service users will feel happy.

g) Apparatus performs service with the right time

The right time to complete work in a service process is important, because by completing it in a timely manner it will not make the service user wait. But not all jobs can be completed on time. As Wiwin Windari said *"I once did a service to make changes to the KTP, and it was promised that one hour would turn out to be one day. It's not on time. He said because of changes in regulations so I have to wait a long time"*.

Based on the interview above, according to the researcher, the apparatus should provide a solution for the right time so that service users do not feel disappointed with the promises given by the village government service apparatus in Hamparan Rawang Sub-District, Sungai Penuh City.

h) All customer complaints are responded by employees

Complaints will occur if the service apparatus does not carry out the service process properly. Villages in Hamparan Rawang Subdistrict as service providers provide a means to submit complaints if there are service users who have complaints regarding the service process. Dani Eka Prasetya said "fast and appropriate service is an important thing that must be done as a form of responsiveness to service users, but besides fast service, it must also be done appropriately. If the village apparatus has provided services quickly and meticulously, the service personnel have carried out their duties with professionals so that service users will feel happy".

i) Apparatus performs service with the right time

The right time to complete work in a service process is important, because by completing it in a timely manner it will not make the service user wait. But not all jobs can be completed on time. As Wiwin Windari said *"I once did a service to make changes to the KTP, and it was promised that one hour would turn out to be one day. It's not on time. He said because of changes in regulations so I have to wait a long time"*.

Based on the interview above, according to the researcher, the apparatus should provide a solution for the right time so that service users do not feel disappointed with the promises given by the village government service apparatus in Hamparan Rawang district, Sungai Penuh City.

j) All customer complaints are responded by employees

Complaints will occur if the service apparatus does not carry out the service process properly. Villages in Hamparan Rawang Subdistrict as service providers provide a means to submit complaints if there are service users who have complaints regarding the service process.

k) Use of assistive devices in service

The existence of aids is very supportive of the service process so that services can be done quickly. As stated by Yefrianto, Head of the Youth Association of Koto Beringin and Hegian Villages, the Chairperson of Diilir Village Youth Organization *"Tools needed to help the service process, such as computers and devices."* Besides that, related to the tools used, they said that, *"As far as I know the tools used in the village head's office are computers and printers which are usually used for correspondence"*. (August 10, 2018). The use of assistive devices in the service process is very important, because the presence of tools will facilitate service employees in serving the community.

Reliability Dimensions

To measure the dimensions of Reliability in an effort to find out the quality of public services in the Hamparan Rawang District Office of Sungai Penuh City can be measured through the following indicators:

1. The accuracy of the village apparatus in serving service users

The accuracy or accuracy of the apparatus in serving service users is very important for the service process. If the village government apparatus is not careful in serving the community there will be mistakes and create new jobs. So from that the village apparatus must be careful in carrying out task responsibilities especially those related to service in order to create good service and the community will judge well.

Based on the research conducted, the village government apparatus of Hamparan Rawang District, Sungai Penuh Subdistrict have been careful or thorough in serving the community. This is in line with the author's interview with Munai as a service user and Wiwin Windari. He said *"The apparatus here has been meticulously. As long as I have taken care of the needs, I have never found any mistakes made by the service apparatus in the village."* (Interview August 8, 2018).

Based on the above, it is clear that the apparatus in carrying out the service process must be careful so that there is no mistake that requires service users to take care of the mistakes made by the apparatus due to the apparatus' inaccuracy in performing the service process.

2. Have clear service standards

Not all village officials can serve quickly. All that depends on whether or not the apparatus is in the service room. If the apparatus only has one or two while there are many who are waiting in line, the possibility of serving quickly will be small. The Head of the Koto Beringin Nafrial Village and the Head of the Village of Diilir added that *"Village government officials always serve quickly and precisely so that I do not have to wait long in the service process, for example when people need the KK letter, legalize and so on, village officials directly do what the residents need"*. (Interview 4 August 2018).

Fast and appropriate service is an important thing that must be done as a form of responsiveness to service users, but besides fast service, it must also be done appropriately. If the village apparatus has provided services quickly and meticulously, the service personnel have carried out their duties with professionals so that service users will feel happy.

3. Apparatus performs service with the right time

The right time to complete work in a service process is important, because by completing it in a timely manner it will not make the service user wait. But not all jobs can be completed on time. As Wiwin Windari said *"I once did a service to make changes to the KTP, and it was promised that one hour would turn out to be one day. It's not on time. He said because of changes in regulations so I have to wait a long time"*.

Based on the interview above, according to the researcher, the apparatus should provide a solution for the right time so that service users do not feel disappointed with the promises given by the village government service apparatus in Hamparan Rawang Sub-District, Sungai Penuh City.

4. All customer complaints are responded by employees

Complaints will occur if the service apparatus does not carry out the service process properly. Villages in Hamparan Rawang Subdistrict as service providers provide a means to submit complaints if there are service users who have complaints regarding the service process. Dani Eka Prasetya said *"I have never said directly about the complaints that I feel, only at that time I saw there were people who had complaints and were immediately conveyed. The apparatus responded by apologizing and saying thank you "*. Ari Sandra also added that *"if there are complaints or not, I don't know, but I know that the Office of the Village Head provides a suggestion box if there are service users who want to submit their complaints"*. (Interview August 8, 2019)

Dimensions of Assurance

To measure the dimensions of Assurance in an effort to find out how to improve the quality of public services in the Office of the Village Head of Kecamatan Hamparan Rawang, it can be measured through the following indicators: a. Apparatus guarantees timely service The Village Apparatus in the Office of the Village Head in Hamparan Rawang Subdistrict provides a timely guarantee in the service at that time if the village government apparatus can be resolved on time. As said by Munaih, the community leader of the Koto Beringin Village *"I took care of the resettlement certificate at the time, but it could not be done a day so then I was given proof to retrieve it when the information was finished. At that time I made three days but until a week more was not done yet."*

In the timeliness of service for village government officials, indeed, they must provide timely guarantees to service users, the public so that service users do not wait for services that are too long. b. Apparatus guarantees costs in service When taking care of the needs in the village, not all of them spend money to take care of it. Depending on the type of service. Descriptions of

moving residents, KK, and other documents are free except IMB and Permit for interference. When observing, researchers do not see service users giving money to service employees unless the user takes care of the IMB. 5. Emphaty Dimension (Empathy) To measure the dimension of empathy (empathy) in an effort to find out the quality of public services in the Office of the Village Head in Hamparan Rawang District, it can be measured through the following indicators:

- a. Prioritizing the interests of service users Seen when there are still service users who are queuing, but there is an apparatus that wants to prioritize their personal affairs such as picking up children to school. Wiwin Windari said that: "I think that depending on their interests, the apparatus will also see their interests. If indeed there is a telephone that is not important, you can postpone it first to pick up the phone because it is serving. If indeed the telephone is very important, the apparatus always asks permission from service users first. " According to the author in the performance of village government apparatus in providing public services to the community, prioritizing the interests of service users is indeed important because service users are the priority of the apparatus in providing services.
- b. The clerk served with friendliness and courtesy If the government apparatus is friendly and polite, it will give a good rating from service users, because basically everyone will like a service area where there are many friendly and polite people. Friendly people means people who are responsive to the needs of others. However, when the researchers observed, not all village government apparatus provided hospitality to service users because there were a number of village officials who talked with other apparatus when serving service users
- c. Employees serve in a non-discriminatory manner (differentiating). The attitude does not differentiate the meaning, when serving apparatus the village government does not put service users who already know for example family or close friends. All must be served with the same and must match the queue number. According to researchers the attitude of not discriminating in serving the community means that the service apparatus has done services professionally and in accordance with the wishes of the community.
- d. Employees serve and respect each service user To measure the performance of village officials there are 3 aspects that become guidelines, namely:
 - a. Work Productivity, b. Obedience of Apparatus, and c. Discipline.
 - b. Work productivity From the results of research in the field, it was revealed that the performance of the village apparatus of Hamparan Rawang Subdistrict, Sungai Penuh City is quite skillful in carrying out their duties. The data obtained shows that being an employee is a guarantee to be able to work professionally.
 - c. Discipline Discipline is a person's obedience to a regulation that applies in an organization that joins within the organization on the basis of awareness and conviction, not because of coercion. While the researchers also interviewed the District Head of the Village Empowerment Office and the Sungai Penuh City Government Government namely Mr. Zaini Ahmad. He justified the existence of work discipline from the Village government apparatus in the Hamparan Rawang sub district, Sungai Penuh City. *"This service only facilitates the place and always responds to inconveniences that people complain about the sense of care of employees in carrying out work in the village head office Hamparan Rawang Subdistrict. Some people in managing something in the village head office Hamparan Rawang*

Subdistrict already have excellent service and the results of the work have been done well. But I see there are still some things that need to be improved by the village government apparatus".

Supporting and Inhibiting Factors of Village Apparatus Performance According to Awar Prabu Mangku Negara in his book entitled performance evaluation of human resources, the performance of human resources is work performance or work output output both quality and quantity achieved in the unity of time periods in carrying out his work duties in accordance with the responsibilities given to him. (Mangkunegara 2005).

Success or failure of goals and ideals in government organizations depends on how the performance process is carried out, and performance can not be separated from the factors that influence. The following are the factors that influence performance as stated by Keith Davis in Anwar Prabu Mangkunegara's book.

a. Koto Beringin Village

1) Inhibiting Factors

The inhibiting factor in the performance of the apparatus in administering village government is the condition of the village office which is not good. The condition of the village office has a problem, where there is no location for motorized vehicle parking. So that sometimes when the service takes place there is often a loss of motor vehicles. Not only that, the village office usually has lost tools such as printer tools, ink, and paper used for office purposes taken by other people (thieves) so that this sometimes makes village officials' performance hampered due to damage and loss of equipment at village office.

2) Supporting Factors

The performance of the apparatus in administering the village government in Koto Beringin Village is supported by several factors. Based on the results of the research that the authors did, these factors were financial support from the Sungai Penuh City government which was given through Village Fund Allocation (ADD), Dana Desa (DD) and then office equipment that was sufficiently adequate.

b. Kampung Diilir Village

1) Inhibiting Factors

What is a limiting factor in the performance of the Kampung Diilir village apparatus in the administration of the government is the condition of the office which is not good. The condition of the village office has a problem, where the Kampung Diilir Village office on the roof has a leak. So that sometimes when the weather is raining, the tools and files in the office will get wet due to rain. This condition makes the performance of the Kampung Diilir village apparatus hampered due to damage and loss of equipment at the village office.

2) Supporting Factors

The performance of the Kampung Diilir village government apparatus in administering village government is supported by several factors. Based on the results of the research that the author did, these factors were the existence of financial support from the Sungai Penuh City government which was given through ADD, DD and then adequate office equipment.

4. Closing

a. Performance of the Public Service Apparatus The performance of the village government apparatus in providing public services to the people of Koto Beringin Village Hamparan Rawang District is quite effective. While the Kampung Diilir Village Apparatus is still a lot of village development programs, especially those that have not been implemented. implementation has not been fully implemented.

b. The efforts of village government officials in improving the quality of public services in Hamparan Rawang Sub-District, Sungai Penuh City have been going well through the implementation of Law Number 25 of 2004 (Article 1 paragraph 1 of Law No. 6 of 2014) Villages are legal community units that have territorial boundaries authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, origin rights, and / or traditional rights that are recognized and respected in the government system of the Unitary Republic of Indonesia. In Law Number 6 of 2014 Article 1 paragraph 1 emphasizes several aspects of the implementation of processes that regulate the authority of activities in the village. Namely through, Tangible (tangible), Reability (reliability), Responsiviness (responsiveness), Assurancce (Guarantee), empaty (Empathy).

c. Supporting factors and inhibiting factors for government officials in improving the quality of public services

d. Supporting factors and inhibiting factors for government apparatus in improving service quality are generally well achieved and are closely related to Law No. 25 of 2009 concerning Public Services, "Public services are activities or series of activities in order to fulfill service needs in accordance with laws and regulations - invitation to every citizen and resident for administrative goods, services and / or services provided by public service providers.

CONCLUSION

Based on the research findings above, it can be concluded that the results of this study include the following: 1) The State's effort to apply the same principle in village governance arrangements with different forms of government is an effort to keep diversity in unity. However, equating the principle of regulation in a communal society such as Nagari with the Village, in the end resulted in problems in the Nagari Government. The combination of adat and public administration in the context of a hybrid system has made Nagari the same as Desa. The enactment of Law number 6 of 2014 concerning Villages which was responded to by Regional Regulation Number 7 of 2018 has strengthened the position of the Nagari Government as a traditional village with another name. 2) Unfortunately, there is still no customary government that is autonomous according to its special rights of origin. The regulation of Traditional Villages with other names is recognized by the state as long as they do not conflict with the principles of Village regulations regulated by law. The Nagari Government Regulation in Regional Regulation Number 7 of 2018 concerning Nagari which strengthens Nagari as a Traditional Village with another name is still a

hybrid system. The existence of Nagari which was revived by the government is something that makes the Nagari people have too high expectations that their management will be able to be managed as Nagari used to be thick with traditional values. 3) If the government does not fully provide genuine autonomy, the advice that researchers can give is the separation between traditional villages and administrative villages

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