The Impact of Village Repositioning as Sub-district Units in Bungo Regency

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ABSTRACT

The change in the Law on Regional Government, specifically Law Number 23 of 2014, has resulted in significant impacts, particularly the transformation of villages into sub-district units. Issues that have emerged include the working relationship between village heads and sub-district heads, the organizational performance of villages after the regulatory change, and the performance of sub-district organizations in supervising villages. This research was conducted in Bungo Dani Sub-district, Bungo Regency, Jambi Province. The aim of this study is to examine the implementation impacts of the transformation of villages into sub-district units. The research method employed is qualitative research with a descriptive approach, as qualitative research can capture phenomena in detail and provide insights for the researcher. Data collection techniques involved interviews, observations, and documentation. The research utilizes the Manual Data Analysis Procedure (MDAP) to analyze the transcribed interview data collected in the field. The findings of this research are based on the Samoedra Wibawa policy impact evaluation theory. Overall, the research results indicate a satisfactory implementation, but some issues and obstacles were identified, such as poor communication between village heads and sub-district heads due to a lack of understanding of the prevailing regulations. In conclusion, the governance processes generally run well with a few challenges and issues. It is recommended that local governments take a more proactive role in providing education and knowledge to the officials in sub-districts and villages regarding the applicable regulations.

Keywords: Local Government, Sub-district, Village

INTRODUCTION

In the current era of democratization, one of the challenges is meeting the increasing demands of democratic governance at all levels (Cheng et al., 2021; Fischer & Boossabong, 2018; Kuziemski & Misuraca, 2020). Consequently, public organizations undergo transformations in their management functions as well as their authority and service dimensions. Notably, changes have occurred in the field of local government, particularly with efforts to strengthen decentralization and regional autonomy, as evident in Law Number 23 of 2014, Article 209, Paragraph (2).

This law has resulted in a repositioning of the local government apparatus, where villages are no longer considered a separate entity but have become sub-district units. Villages, as the lowest level of government organization, serve as the foundation for national governance and development, supporting all higher-level governance entities (Ali et al., 2022; Basly, 2007; Martins, 2020). With villages no longer operating as a separate government apparatus, there are
consequences for the delegated authority from local governments to villages, specifically in terms of administrative and political power. The change in nomenclature from "village" to "sub-district unit" has an impact on the primary tasks of villages as the closest government organization to society. The village head, as a sub-district unit official, is no longer accountable to the regent/mayor but instead reports to the sub-district head (camat) who leads the sub-district.

While both the sub-district head and village head are constitutionally appointed by the regent/mayor, in practice, the sub-district head is accountable to the regent/mayor, and the village head is accountable to the sub-district head due to the repositioning of villages as sub-district units. The repositioning of villages as sub-district units has various impacts, including individual, organizational, and institutional effects. Organizational impacts include limitations on the village's autonomy in developing strategic plans (Renstra), thus reducing its ability to accommodate and organize community needs through participatory development planning (musrenbang) since villages now participate at the sub-district level. Efforts from local governments at the regency/municipality level are required to address the changes occurring in village organizations, ensuring that villages can continue providing services to the community without obstacles. With the change in status from "village" to "sub-district unit," there is a corresponding change in budget utilization, where the village's budget activities are fully under the purview of the sub-district. This can impact the performance of village employees and organizations, as they are the closest service providers to the community.

Based on the provisions of Law Number 23 of 2014 on Regional Government and its implementation as regulated in Government Regulation Number 18 of 2016 on Local Government Apparatus, the author aims to investigate the impact of the repositioning of villages as sub-district units in Bungo Regency, based on Law Number 23 of 2014 on Regional Government. Bungo Regency itself has implemented the provisions of Government Regulation Number 18 of 2016 on Local Government Apparatus. By examining the local regulation on the formation and composition of local government apparatus, particularly the changes in village organizations as sub-district units, the author is interested in conducting research in the form of a thesis proposal titled "The Impact of Village Repositioning as Sub-district Units in Bungo Regency."

**METHOD**

Data analysis is the process of organizing data collected by researchers from various field notes, researcher responses, photographs, documents, and other sources, in order to arrange, sort, group, categorize, and manage them with the aim of identifying themes and working hypotheses to develop substantive theories. This research utilizes a qualitative approach with the Manual Data Analysis Procedure (MDAP) technique (Baxter Pamela & Jack, 1990; Sharma et al., 2020). The stages of MDAP will be employed by the author to analyze the transcribed interview data obtained in the field, which include the following steps: 1) Daily Notes, 2) Transcription, 3) Coding, 4) Categories, 5) Themes, and 6) Memos.
RESULTS AND DISCUSSION

Result

The change in status from village to sub-district unit is related to Regional Government, where the Bungo Regency Government has implemented the provisions of Government Regulation Number 18 of 2016 by issuing Bungo Regency Local Regulation Number 5 of 2016 on the Formation and Composition of Local Government Apparatus.

In conducting research on the impact of repositioning villages as sub-district units in Bungo Dani Sub-district, Bungo Regency, to ensure structured findings, the researcher employed open coding analysis, axial coding analysis, selective coding analysis, and memo visualization. The researcher used MindMup software to visualize the memos based on the findings obtained from the Selective Coding analysis regarding the impact of repositioning villages as sub-district units in Bungo Regency, including the following:

Figure 1. Visualization of Memos on the Impact of Repositioning Villages as Sub-district Units in Bungo Regency
(Source: Data processed, 2022)

Based on the analysis of the final results of the coding, specific findings were obtained regarding the impact of repositioning villages as sub-district units, as described in the memo data. The specific findings are as follows:
1. The impact on individuals

The impact on individuals resulting from the change in the position of the urban village to a sub-district component affects their understanding and implementation of policies. Effective leadership from the Sub-District Head (Camat) and the Urban Village Head (Lurah) is crucial to ensure the smooth implementation of governmental activities. Leaders must have a good understanding of regulations, roles, and organizational goals in order to achieve success. Moreover, poor communication between the sub-district and urban village institutions can hinder the governance process, leading to issues such as the closure of urban village offices by the Lurah due to budgetary problems. Therefore, effective communication and coordination between the Camat and Lurah are essential for efficient governance.

The change in the position of the urban village to a sub-district component also impacts organizational aspects. There is an increased need for coordination and collaboration between the sub-district and urban village personnel, especially in implementing activities and ensuring accountability. However, issues persist regarding the allocation of funds to urban villages and the attendance of urban village personnel. The sub-district, as the budget holder, must fulfill its obligations according to regulations and not impede the allocation of funds to urban villages. A good understanding of roles and responsibilities, as well as effective communication among sub-district and urban village personnel, is necessary for efficient governance.

This change also affects institutions. It is crucial for the Camat and Lurah to have a clear understanding of the changes in their positions, roles, and responsibilities. Effective supervision and accountability for urban village activities become more important. Providing a proper understanding of the changes to stakeholders can prevent conflicts and communication errors during the implementation of governmental activities. It is essential to establish good communication between the sub-district and urban village institutions and ensure a comprehensive understanding of the revised roles and responsibilities to achieve effective governance.

2. Impact on Organizational Structure

The implementation of government organizational activities within the scope of Government Organizations is greatly influenced by the performance of the officials. The performance of officials in an organization can be controlled by responsible stakeholders. In the implementation of Regulation Number 23 of 2014 concerning Regional Government, two government organizations, namely the Subdistrict (Kecamatan) and the Urban Village (Kelurahan), which previously had the same status as local government units in the previous law, have now become subdistrict units with the urban village being a part of the subdistrict and accountable to the Subdistrict Head (Camat) rather than the Head of the Region.

The implementation of government activities between the urban village and the subdistrict in this new nomenclature where the urban village becomes a subdistrict unit and the Urban Village Head (Lurah) is accountable to the Subdistrict Head, is expected to have a positive impact and contribute to the smooth implementation of government activities and services to the community. The change in status of the urban village to a subdistrict unit is beneficial because the urban village is now supervised closely by the subdistrict, resulting in effective oversight and accountability by the subdistrict, which is the closest organization to the urban village in the local government structure.
The change of the urban village to a subdistrict unit also has a positive impact on the working relationship between the officials of the subdistrict and the urban village. As the urban village becomes a subdistrict unit, all urban village activities become the responsibility of the subdistrict, and the execution of these activities requires frequent coordination and communication between the subdistrict and urban village officials regarding implementation procedures and accountability.

It is important to provide guidance and knowledge of the updated regulations to the relevant institutions, especially the stakeholders such as the Subdistrict Head and the Urban Village Head, regarding their positions and functional responsibilities. The aim is to ensure the implementation of policies in accordance with the regulations and to achieve good governance. In the specific case of Rimbo Tengah Subdistrict in Kabupaten Bungo, there is a conflict between the Urban Village Head and the Subdistrict Head. The Urban Village Head demands the immediate disbursement of funds for urban village activities, while the Subdistrict Head prioritizes the needs of the subdistrict and neglects the urban village, causing delays in the disbursement of funds. As a protest, the Urban Village Head seals the urban village office.

The position of the urban village as a subdistrict unit, according to Government Regulation Number 18 of 2016 concerning Regional Units, makes it accountable to the Subdistrict Head, while the subdistrict itself is a regional unit responsible for supervising the urban village and must carry out its duties and functions effectively in accordance with the regulations.

3. Impact on Institutions

The findings regarding the impact on institutions reveal that the implementation of the urban village's change in status to a subdistrict unit in Bungo Dani Subdistrict, Kabupaten Bungo, generally goes well, but there are some challenges and controversies. In organizational activities, leaders in an organization must understand and comprehend their assigned roles and functions. The Urban Village Head (Lurah) and the Subdistrict Head (Camat), in their respective positions as superiors and subordinates, must understand their tasks and responsibilities in the implementation of government activities. The Subdistrict Head, as the highest-ranking official in the subdistrict and responsible for overseeing the Urban Village Head, must act fairly and fulfill their duties as stipulated in Government Regulation Number 18 of 2016 concerning Regional Units and Government Regulation Number 17 of 2018 concerning Subdistricts. Article 10, letter a, states that the Subdistrict Head is responsible for conducting general governmental affairs at the subdistrict level in accordance with the provisions of the legislation governing the implementation of general governmental affairs. Furthermore, the Urban Village Head, as a subordinate and subdistrict unit, must be ready to fulfill their tasks and functions as an urban village unit, as stated in Article 25, paragraph (2), which states that "in addition to carrying out the tasks and functions as stated in paragraph (1), the Urban Village Head is assisted by the urban village unit in carrying out the tasks assigned by the Subdistrict Head."

The role of the local government is to provide understanding to the Subdistrict Head and the Urban Village Head regarding changes in positions, roles, and functions of the subdistrict and urban village units, to prevent conflicts and communication errors between the Subdistrict Head and the Urban Village Head in the implementation of government activities, both at the subdistrict and urban village levels, ensuring that the process of government activities and services to the community can run smoothly and effectively.
The issue of the effectiveness of budget disbursement from the subdistrict to the urban village should not be a problem or controversy. As stated in Table 4.12 of the Document on the Implementation of the budget for the subdistrict unit in Bungo Dani Subdistrict, the allocation of funds for the urban village is clearly outlined and divided based on each respective item. Disbursement should follow the regulations and the designated timeline, and the subdistrict, as the holder of the budget, must fulfill its obligations according to the regulations and not hinder the process of budget disbursement to the urban village. If any issues or obstacles arise, the subdistrict should communicate with the urban village, and if the subdistrict fails to fulfill its obligations properly, the District Government will impose strict sanctions on the subdistrict. Effective communication and understanding of the tasks, roles, and responsibilities between the subdistrict and urban village officials are crucial for the efficient implementation of government activities.

Discussion

The change in status of villages to sub-district units in Bungo Regency, as implemented by the Bungo Regency Government in accordance with Government Regulation Number 18 of 2016, has significant implications for the regional government structure (Bungo Regency Local Regulation Number 5 of 2016). This change has resulted in a reorganization of the government apparatus at the local level, with the urban village becoming a sub-district unit and being accountable to the Subdistrict Head (Edwards, 2017; G. Frederickson et al., 2012; H. G. Frederickson et al., 2016; Pollitt, 2009; Sátyro & Cunha, 2014; Shafritz et al., 2017; Zekos, 2003). The impact of this change was explored through research conducted in Bungo Dani Sub-district, Bungo Regency, using various coding and analysis techniques.

The findings of the research highlighted the impact on individuals, organizations, and institutions. In terms of individuals, the change in status affected their understanding and implementation of policies. Effective leadership from the Subdistrict Head (Camat) and Urban Village Head (Lurah) was identified as crucial for the successful implementation of governmental activities. Clear communication and coordination between these two positions were essential to ensure efficient governance. However, poor communication between sub-district and urban village institutions could lead to issues such as budgetary problems, which in turn could result in the closure of urban village offices by the Lurah. Thus, effective communication and coordination between the Camat and Lurah are necessary for smooth governance (Bil-Jaruzelska & Monzer, 2022; Daraba et al., 2018, 2018; Veitas & Weinbaum, 2017).

The impact on organizational structure was also explored. The change in status resulted in an increased need for coordination and collaboration between sub-district and urban village personnel. The sub-district became responsible for overseeing urban village activities and ensuring accountability (Da Silva & Toda, 2021; Fukuyama, 2016; Godbole, 2003). However, challenges remained regarding the allocation of funds to urban villages and the attendance of urban village personnel. It is essential for the sub-district, as the budget holder, to fulfill its obligations and not impede the disbursement of funds to urban villages. Effective communication and understanding of roles and responsibilities among sub-district and urban village personnel are critical for efficient governance.

Furthermore, the change in status had implications for institutions. Clear understanding of the changes in positions, roles, and responsibilities of the Subdistrict Head and Urban Village Head was crucial. Effective supervision and accountability for urban village activities were
identified as important factors. Providing proper understanding of the changes to stakeholders could prevent conflicts and communication errors during the implementation of governmental activities. Effective communication between sub-district and urban village institutions and a comprehensive understanding of revised roles and responsibilities are necessary for effective governance.

CONCLUSION

The research findings based on the Samoedra Wibawa policy impact evaluation theory suggest that the implementation of the change in status from villages to sub-district units in Bungo Regency is generally satisfactory. However, the study identified certain issues and obstacles, particularly related to poor communication between village heads and sub-district heads, which can be attributed to a lack of understanding of the prevailing regulations. Therefore, it is recommended that local governments play a more proactive role in providing education and knowledge to officials in sub-districts and villages regarding the applicable regulations. This would help improve communication, enhance understanding of roles and responsibilities, and address the challenges and issues identified, ultimately leading to more effective governance processes.

REFERENCES


