



## Analysis of Quality and Quantity of Work Performed by Village Apparatus in Terms of Competence (Case Study in Kebumen Village, Banyumas)

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**Abstract** The village is one of the jurisdictions of the legal community which has the boundaries of the territory authorized to regulate and administer government affairs. In this case the role of village government is very important because it concerns the service to the community. The maximum productivity of the village apparatus is one of the things that makes the government's goal achievable. This study uses a descriptive method with a qualitative approach, conducting direct interviews with Kebumen Village officials and the people in that village. Based on research and analysis of performance indicators quality of work and quantity of work of the Kebumen Village Apparatus in carrying out their duties is considered not optimal, especially when there are still violations of work discipline, the violations related to working hours. Some factors inhibiting the performance of village apparatus in the form of a lack of number of village apparatus and a lack of development quality of human resources in Kebumen Village Apparatuses. It is necessary to make efforts to develop human resources for Kebumen Village Apparatuses to improve technical, theoretical and work discipline capabilities to improve apparatus performance Kebumen village.

**Keywords:** Village, Apparatus, Quality, Quantity, Work.

### 1. INTRODUCTION

The village plays an important role in regional governance, as regulated in Law Number 6 of 2014. The position of the village in Law Number 6 of 2014 is a legal community unit with territorial boundaries that is authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, customary rights, and traditional rights that are recognized and respected within the system of government of the Unitary State of the Republic of Indonesia. Village government is recognized as part of the implementation of regional government in Indonesia, with a strong legal status and position (Ibrahim et al., 2024). The village government is an integral part and the lowest level of the government structure in the system of government of the Republic of Indonesia. In carrying out its duties and functions, every village government official must comply with and adhere to the laws and regulations. To support a strong and directed legitimacy in village governance, it is also based on the principles of accountability, transparency, and responsiveness (Ahmad, 2018).

Based on Government Regulation Number 43 of 2014 concerning village apparatus, it is stated that the village government consists of the village head assisted by village officials as elements of the village government administration, who possess the necessary skills or competence to drive the improvement of government performance. The objective of administering village government is the effective and efficient implementation of various

kelurahan functions in accordance with the authority granted by the sub-district, including the administrative service function of the village apparatus to the village community. Administrative governance in the village is expected to fulfill various principles and objectives to increase village development and progress in the life of village communities.

In administering village government, the village head must carry out tasks in accordance with Law Number 6 of 2014 concerning Villages which must be carried out by all villages including the Village Head of Kebumen Village and assisted by village apparatus. In carrying out his duties, the Head of Kebumen Village has the authority to: Lead the administration of Village Administration; Appoint and dismiss Village Officials; Holding the authority to manage Village Finance and Assets; Establish Village Regulations; Determine Village APB; and Fostering village community life. This is aimed at accelerating the realization of community welfare through improved services, empowerment, and community participation, as well as increasing regional competitiveness, while considering the principles of democracy, equality, justice, and the uniqueness of each region within the system of the Unitary State of the Republic of Indonesia. Therefore, in order to fulfill the mandate of the law on regional government implementation, the government requires support from a strong, professional administration. Thus, the regional government acts as the executor of the mandate to accelerate the realization of village (Watri et al, 2023).

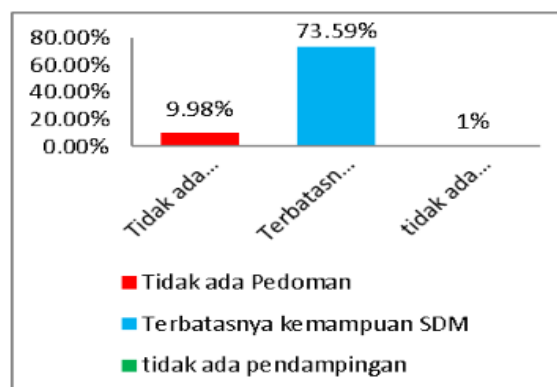
Improving the quality and competence of village apparatus is very important in order to make a significant contribution to the effectiveness of the implementation of the Village Law, in order to create advanced, independent, and prosperous village government. This includes the ability to carry out the main duties and functions of village government officials, such as in the areas of village government management, village development planning, village financial and asset management, and village administration (Sudriamunawar, 2002). Based on the explanation above, it is important to assess the quality and quantity of the work carried out by village apparatus based on their competencies. Therefore, the researcher is interested in studying this matter

## 2. LITERATURE REVIEW

### 2.1. Apparatus

Apparatus is the central component of the government organization, and therefore, its existence is crucial. If the apparatus performs well, being innovative, creative, and productive, then the tasks and functions they carry out will also be executed well. On the other hand, if the apparatus is inefficient and unproductive, it will negatively impact the quality and image of the tasks and functions being carried out. In the implementation of government functions, it cannot be denied that government officials, spread across every organizational structure, are increasingly required to have the necessary competencies and performance to produce quality work (Hardi, 2022).

According to data from BPS RI in 2021, Indonesia has 73,850 villages with approximately 886,200 village officials. The diversity of competencies possessed by village officials also influences the management of village development. Ideally, the development of village officials' competencies should meet the needs of each official. Therefore, competency development will have a positive impact on village development. For this reason, the direction and objectives of developing the competencies of village officials are needed. According to BPS (2021), 73.59% of the competency issues among village apparatus are particularly related to tasks such as preparing financial reports, correspondence, and others. This can be illustrated through the following graph:



*Figure 1. Problems on Village Apparatus Competencies*  
(BPS, 2021)

This occur because of the lack of available data on the competency status of village officials, the limited understanding of village officials regarding the need for competency development, the large number of village officials, the limited budget for developing the competencies of village officials, the lack of integration in the development of village officials'

competencies, and improving the management of village governance requires the arrangement of administration to be more effective and efficient.

Administrative arrangement involves the recording of data and information to support the implementation of village governance, which requires the improvement of administrative execution. Therefore, village apparatus is strongly expected to have competent human resources and be able to carry out administration. To implement the administrative system properly, it can be achieved by having competent officials in their respective fields and involving them in training, seminars, and other activities, so that orderly administration is realized and can encourage the implementation of governance in rural areas.

## **2.2. Competences**

Competence is the ability possessed by an individual to carry out various tasks in a job, influenced by two factors: intellectual factors and physical ability (Rivai, 2010). According to Fauzi (2020), competence is the ability to carry out or perform a job or task based on skills and knowledge, supported by the work behaviors required by the job. According to the Decree of the Head of the National Civil Service Agency (BKN) Number 46A of 2011, competence is the expertise and distinction possessed by a civil servant in the form of knowledge, skills, and behavioral attitudes required in the performance of their duties, enabling the official to carry out their obligations efficiently, effectively, and professionally. Another definition, according to Hutapea and Nurianna (2008), states that competence is the expertise and determination to perform one's duties with realistic and practical abilities to achieve an organizational goal.

Competence includes a combination of knowledge, abilities, and skills that are essential in performing a job. Competence is defined as the ability to perform a job role according to established standards, referring to the work environment. Competence, according to its role, is demonstrated by individuals who must possess (1) the necessary professional knowledge, (2) professional skills, and (3) values, ethics, and professional attitudes (Rudana, 2005).

Competence is an essential factor and a prerequisite that must be possessed by village officials in managing village funds so that accountability in the management of village funds can be maximized, as competence is a factor that can influence accountability. The competence of village officials is the quality and capacity of the village apparatus in managing village development. Good competence of village officials will certainly lead to good performance, so that the management of development in the village is carried out effectively and efficiently (Ahmad, 2018).

### **3. METHODS**

This study uses a descriptive qualitative research method. This type of research aims to describe and interpret the object in accordance with the reality in the field (Sugiyono, 2016). The use of the descriptive method aims to provide a systematic, factual description or depiction of the facts, characteristics, and relationships between the phenomena being investigated. To obtain data and information as material for this research, the researchers collected data through document studies, observations and in-depth interviews with village apparatus in Kebumen Village, Banyumas.

Data collected then went through process namely data reduction, data presentation as well as drawing conclusions, and verification. In qualitative research data collection is done by observation, in-depth interviews, and documentation or a combination of the three (triangulation. Data reduction means summarizing, choosing and focusing on the main and important things in order to get a clearer picture related to the analysis of the performance of village apparatus in the administration of village governance in Kebumen Village, Banyumas, and if irrelevant data is found, it must be discarded and then organize the data in such a way that a final conclusion can be drawn. Presentation of data is an activity after data reduction and researchers obtain complete information to answer research questions related to the analysis of the performance of village apparatus in administering village governance in Kebumen Village, Banyumas. The information is then arranged properly and systematically so that it is possible to draw conclusions. The form of data presentation in qualitative research is in the form of sentences or narrative text, in the form of matrices, network graphs or charts which still contain descriptions. Drawing conclusions is the last data analysis technique after presenting data and this technique can be used as a guide for taking an action related to the analysis of the performance of village apparatus in administering village government in Kebumen Village, Banyumas.

### **4. RESULT**

Based on the author's initial observation, it is known that the number of village officials at the Kebumen Village Office is 11 people, consisting of: 3 Kasi (head of planning), 3 Kaur (section chief), 3 Kadun (sub-village heads), 1 Sekdes (village secretary), and 1 Kades (village head). Among them, 3 individuals hold a bachelor's degree (Sekdes, Kaur, Kasi), while the rest have a high school diploma. Therefore, in terms of competency levels and educational qualifications, the village apparatus or officials are still not fully aligned, such as in skills related to operating electronic devices, a lack of understanding in preparing correspondence,

such as processing letters of introduction, managing family cards (KK), and identity cards (KTP). These issues will certainly have a significant impact on the competency of village officials in the future.

**Table 1.** Kebumen Village Appartus

No.	Village Apparatus	Total
1.	Village head	1
2.	Village secretary	1
3.	Head of planning	3
4.	Section chief	3
5.	Head of sub-village	3
	<b>Total</b>	<b>11</b>

(Personal data, 2024)

## 5. DISCUSSION

### 5.1. Work Quality

Researchers conducted interviews with the key informant the Head of Kebumen Village, that the work quality of the Kebumen Village apparatus went well in accordance with the Main Tasks and Functions (Tupoksi) of the work sub-sectors given to each village apparatus to be given responsibility in achieving the desired goals. done, so this gives a more mature plan. The intended purpose is to help complete each job carefully, on time and skillfully and to get efficient work results from the Kebumen Village Apparatus at the lowest possible expense rate.

Secretary of Kebumen Village, also said that the performance of the village apparatus has a very important role in village governance. Kebumen Village apparatus completes work in accordance with the Main Tasks and Functions (Tupoksi), namely efficiently, on time and thoroughly according to plan and in accordance with community expectations. However, there is still a need for competency development at the education level related to skills and knowledge for village apparatus. So that the village apparatus can work in accordance with the main tasks and functions set by the Kebumen Village Government, the village apparatus has been instilled with work motivation and clear work rules so that they can increase work productivity and each job given can be completed on time.

Head of Kebumen Village Administration said, that the main tasks and functions were presented for administering village administration and meeting the needs of village administration regarding the preparation of the division of work for each of their respective fields. The quality of work of the Kebumen Village apparatus is good and productive because the village apparatus is given an understanding of social behavior in terms of work in order to

create and build a conducive work environment so that the work environment feels comfortable.

Additional informant from villagers as a community around Kebumen Village said that the quality of the performance of the Kebumen Village apparatus was running in an organized manner, but skills and knowledge still needed to be improved through the education level of the village apparatus in carrying out their duties. Another villagers as a community around Kebumen Village, also said that Kebumen Village apparatus in completing work was efficient, timely and successful in accordance with what was expected by the community. Although there is still a need to improve the quality of work in terms of competence and knowledge for several village officials through the education level.

Based on the results of the interviews above, the researchers concluded that related to the quality of the performance of the Kebumen Village apparatus, it was running well as it should in accordance with the Main Tasks and Functions (Tupoksi) of the sub-fields of work given. However, efforts still need to be made for further competency development such as increasing the level of education for several village apparatus, so that the quality of the performance of the Kebumen Village apparatus in carrying out and completing the tasks assigned can be carried out optimally.

## ***5.2. Work Quantity***

The quantity of work refers to the amount of time the village apparatus works every day in carrying out their respective duties, so that predetermined targets can be achieved and can carry out tasks quickly, economically and on time to be useful for the purposes of the village government organization.

According to the Head of Kebumen Village, every village apparatus in carrying out their work has followed a predetermined working time target. Village officials have targets and make things challenging. The target is to make village officials have work motivation in achieving something because village officials understand what they are going to achieve, how to achieve it and when to achieve it.

The Secretary of Kebumen Village also said that the performance targets of the Kebumen village apparatus were considered more effective and efficient. It is said that effective is more assessed as a job that has been able to be completed on time and in accordance with plans made beforehand. Effective not only talking about quantity but also quality. On the other hand, efficiency is something that is done correctly, quickly and saves time.

Head of the Kebumen Village Government said that in carrying out the work given by the village head, the village apparatus had carried out education and training so that with the provision of knowledge, of course, they already had the ability to carry out tasks so that the work could be completed on time. Additional informant from villagers as a community around Kebumen Village, also said that Kebumen Village officials had shown good performance, they were able to complete work on time such as in terms of service to the community. Another villager as a community around Kebumen Village, said that the Kebumen Village apparatus in completing the work was on time as expected by the community.

Based on the results of the interview above, the researcher concluded that regarding the quantity of performance of the Kebumen Village apparatus seen from the timeliness side of completing the work the Kebumen Village apparatus had been able to complete the work in accordance with the existing working time or on time.

### **5.3. Discussion**

Based on the results of the research conducted, the researcher concludes that competence is a fundamental characteristic of personnel that determines whether a person will succeed or fail in performing a job or in certain conditions. The competence of the village apparatus in Kebumen Village, Baturraden District, Banyumas Regency can be described as follows: The administrative system at the Kebumen Village Office is functioning well. However, in terms of knowledge, the village officials acknowledge, as reported by the informants, that it has not yet been fully optimized. Nevertheless, the village head is making efforts to improve the knowledge and understanding of the village apparatus through training and seminars. The knowledge of the village apparatus regarding the administrative service system is being carried out effectively.

The services provided at the Kebumen Village Office include various administrative tasks such as processing letters for family cards (KK), identity cards (KTP), marriage certificates, birth certificates, and so on. However, there are challenges in the administrative system, such as a lack of knowledge and understanding among the residents, and limited facilities that can hinder the processing of correspondence. Additionally, the competence of the village apparatus in running the administrative system is still considered suboptimal. This is evident from several opinions and complaints from village residents.

In running the government, village officials must carry out their duties and functions as village government apparatus. The implementation of the main duties and functions of the village head and village apparatus is carried out in accordance with applicable laws and regulations. In the implementation of these duties, each village official's role needs to be



supported by adequate human resources (HR) and infrastructure to ensure the effective performance of their tasks and to achieve optimal public service delivery.

This is in line with the opinion of the expert Michael Zwell, as quoted by Fauzi (2020), who revealed that there are several factors that can influence a person's competency skills, as follows:

#### 5.3.1. Beliefs and values.

A person's beliefs about themselves and others will greatly affect their behavior. If they are not creative and innovative, they will not try to think of new or different ways to do things. Everyone should think positively, both about themselves and others, and demonstrate traits of forward-thinking individuals.

#### 5.3.2. Skills.

Skills play an important role in most competencies. Public speaking is a skill that can be learned, practiced, and improved. Writing skills can also be improved with instruction, practice, and feedback.

#### 5.3.3. Experience.

Expertise in many competencies requires experience in organizing people, communicating in front of groups, solving problems, and so on. A person who has never interacted with large and complex organizations is unlikely to develop the organizational intelligence to understand the dynamics of power and influence in the environment.

#### 5.3.4. Personality characteristics.

Personality includes many factors, some of which are difficult to change. However, personality is not something that cannot change. In fact, a person's personality can change over time. People respond to and interact with their surroundings and environment. Personality can influence an employee's expertise in several competencies, including conflict resolution, demonstrating interpersonal care, teamwork skills, and influencing the building of relationships within a team.

#### 5.3.5. Motivation.

Motivation is a factor in competence that can change. By providing encouragement, appreciation for subordinates' work, recognition, and individual attention from supervisors, positive effects on subordinates' motivation can occur.

#### 5.3.6. Emotional issues.

Emotional barriers can limit the mastery of competencies. Fear of making mistakes, feeling embarrassed, feeling disliked or excluded—all tend to limit motivation and initiative.

### 5.3.7. Intellectual ability.

Competence depends on cognitive thinking such as conceptual thinking and analytical thinking. The factor of experience can improve proficiency in competencies.

## 6. CONCLUSION

From the results of the research that has been stated, the performance of village apparatus in administering village governance in Kebumen Village, Banyumas has been going well but not optimal. In accordance with the analysis of employee performance according to Mangkunegara (2019), namely: Quality of work is the quality of work results based on established standards, usually measured through accuracy, thoroughness, skills and work success and the quantity of work is the amount of work in accordance with the existing work time. The ability of village officials to run the administration system is still not optimal, this is proven by several opinions and complaints from village residents.

It can be concluded that the performance of the Kebumen Village Apparatus is good, however, further quality development still needs to be done such as increasing the level of education for several village apparatus so that the performance of the Kebumen Village Apparatus in carrying out and completing the tasks given can be of higher quality

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