

VILLAGE ADMINISTRATORS' QUALITY OF WORK: EVALUATION AND IMPROVEMENT

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Abstract: Cisondari Village is responsible for village administration as well as providing services to the local village community in Pasirjambu District, Bandung Regency. In practise, however, there are several issues that concern village administrators. Based on initial observations and interviews, the village administrators were still deemed ineffective in carrying out their duties. The goal of this research is to identify the root cause of a problem related to the effectiveness of village administrators' work in Cisondari Village and to propose solutions. To identify the source of a problem, a fishbone diagram is used, and the Five Whys method was used to collect the necessary information through interviews. Based on the analysis, it was discovered that the understanding of the main tasks and functions, as well as the still diverse work procedures, play an important role in the problem of the effectiveness of village administrators' work, as well as a lack of discipline in working. Some of the solutions that can be provided include designing the Disciplinary Standard Operational Procedure document, compiling a job analysis document and workload analysis, and compiling a Village Administrators Performance Monitoring System.

Keywords: *Village Administrators, Work Effectiveness, Work Discipline, Performance Monitoring System.*

1. Introduction

Human resources are an important asset within an organisation that plays a role in ensuring the organization's sustainability and the quality of the products and services produced. The human resources of the village government are a village head and a village administrator. Of course, as the spearhead of village community services, village human resources are expected to perform well and maximise their potential, so that the quality of services provided to the community, including in Cisondari Village, can be improved.

Cisondari Village is located in the Pasirjambu District of the Bandung Regency in West Java. The Cisondari Village Head is assisted in carrying out his duties as a village administration administrator by a village administrator with the majority of recent education, namely high school (87%), and the rest are diploma level education. Human resources in the village administrator, particularly in Cisondari Village, are expected to be highly effective in carrying out their work assignments. Work effectiveness is derived from the word effect, which means ability to achieve goals and objectives by selecting the most appropriate equipment (Handoko & Hani, 2003). Work effectiveness defined by Handoko (1997) in Yudhaningsih (2011) as the ability to achieve goals through the selection of the most appropriate goals or tools.

There are still a number of things that need to be improved in the implementation of village government in Cisondari Village, particularly from the perspective of the village administrator. This was gathered from initial observations and interviews in the village. The following were the

study's initial findings: 1) Village administrators were not at the village office during working hours, 2) Village administrator workload appeared uneven, 3) Village administrators were idle and chatting during working hours, and 4) Accumulation of people in need of service. To determine the percentage of potential problems, the frequency of these potential problems is calculated and sorted from highest to lowest, as shown in the table below:

Table 1.
Potential Problems in Cisondari Village

No	Problems	Frequency	Percentage (%)	Cumulative Percentage (%)
1	During working hours, the village administrator is inactive.	3	37.5	37.5
2	Village administrators were idle and chatting during working hours	2	25	62.5
3	Village administrator workload appeared uneven	2	25	87.5
4	Accumulation of people in need of service	1	12.5	100

These percentages can then be used to express the differences in the number of occurrences of the various problems that occur. They are then arranged using a Pareto chart, as shown below, based on the percentage of potential problems:

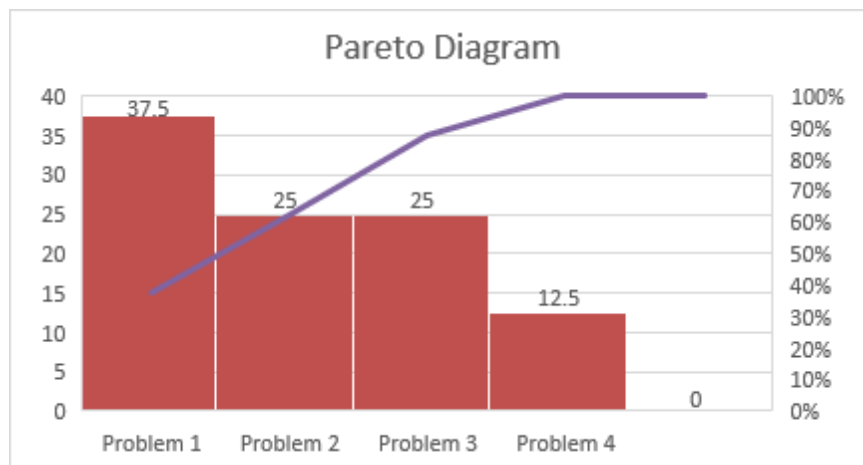


Figure 1.
Pareto Diagram

A Pareto diagram is a bar chart that displays the frequency of problems in descending order, with the problem with the highest frequency on the left and the problem with the lowest frequency on the right (Yemima et al., 2014). This diagram depicts both the relative and absolute distributions of the type of error, problem, or cause of the problem. According to the pareto principle, in the majority of cases or problems, only a small portion of the problem is responsible for 80-90% of the problems (Dahlgaard et al., 2007). Pareto diagrams are frequently used as the first step in a quality development system or programme to increase and improve quality. By looking at the diagrams, these diagrams have proven useful for forming partnerships to build solutions. According to the findings of the Pareto chart analysis, the problems that contributed up to 80% of the problems were related to village administrators who were not at work, were

unemployed during working hours, and had a non-uniform workload. All of these issues are, of course, connected to the village administrator.

Increasing work effectiveness can have an impact on the quality of village services. However, based on the initial interviews, it was discovered that there were indeed issues with the effectiveness of the village administrator's work in Cisonhari Village. This was revealed by the Village Head, who admitted that the village administrator's work effectiveness was still far from ideal. Furthermore, people occasionally complain about the service at the village office, which is still regarded as inefficient. The pareto diagram also demonstrates that there are issues with the effectiveness of the village administrator's work in Cisonhari Village. Based on the preliminary study, it is determined that a study is required to analyse problems with the effectiveness of village administrator work in Cisonhari Village. This analysis is required to determine the root cause of the problem and then make recommendations for improvements that the village can make to increase work effectiveness. So, the goals of this study are as follows:

- a. Understanding the causes of problems with the effectiveness of work tools in Cisonhari Village.
- b. Understanding the solutions that can be implemented in Cisonhari Village to address these issues.

2. Research Method

The descriptive qualitative method was used in this study. This method is a qualitative analysis method based on postpositivism ideology that is frequently used to see the natural condition of objects, with the tirgulation technique used for data collection (Sugiyono, 2017). A preliminary investigation revealed information about the problems that occurred in Cisonhari Village. This preliminary investigation was conducted through direct observation in the Cisonhari Village setting. Furthermore, this preliminary information was obtained through the interview method. A preliminary investigation revealed details about the problems in Cisonhari Village. This preliminary investigation was carried out through direct observation in Cisonhari Village. This preliminary information was also obtained through the interview method. The fishbone diagram is then used to analyse the causal factors in Cisonhari Village problems related to the effectiveness of village officials. This fishbone diagram is one of Total Quality Management's seven basic quality control tools. The preparation of this diagram must be done in six stages (Charantimath, 2017).

The Toyota Production System's Five Whys method was used to conduct the interviews for this study. This method is expected to aid in determining the root causes of problems that arise. This method involves asking "why" five times. The next step is to identify the main causes after identifying the potential root causes. This stage is completed through the interview method. The potential source of the problem is then reconfirmed, and several things that are the main causes of the problem are discovered. The final stage of this research is analysis and improvement suggestions. The results of the identification of the main causes are re-analyzed using the related theory at this stage. According to the findings of this analysis, there are suggestions for improvements that could be implemented to solve problems with the effectiveness of the work of the village administrator in Cisonhari Village.

3. Results and Discussion

3.1. Results

Several major issues were discovered in the village administrator in Cisonhari Village based on the results of previous problem identification. A fishbone diagram is used to analyse these

problems, with several steps adapted from Charantimath (2017). This method yields potential root causes, which are then classified based on the observed factors. The five factors observed are manpower, machines, materials, methods, measurements and environment. The results of the analysis are shown in the table below:

Table 2.
Potential Root Causes

No	Observed Factors	Problems
1	<i>Manpower</i>	The village administrator lacks work discipline (1) Lack of initiative on the part of the village administrator at work (2) Several village administrators' competence that still needs to be improved (5) Some village administrators struggle to use computers (10)
2	<i>Machines</i>	Inadequate facilities and infrastructure to provide services (4)
3	<i>Materials</i>	There is no Standar Operational Procedure regarding the discipline of village officials (7) Inadequate funding to develop village administrator competencies (8) There is no job description for village administrator (12)
4	<i>Methods</i>	Some village administrators are unaware of their primary responsibilities and functions. (3) There is no Standar Operational Procedure regarding the discipline of village officials (7) There are no clear consequences for village administrators who are not disciplined or do not carry out their responsibilities properly (8) There is no monitoring or performance evaluation system in place for village administrators (9) Village administrator workload appeared uneven (11)
5	<i>Measurement</i>	-
6	<i>Environment</i>	-

Each potential issue is assigned a number, which is then plotted on a fishbone diagram. The numbering is done to make it easier to identify problems. The following diagram depicts the issue:

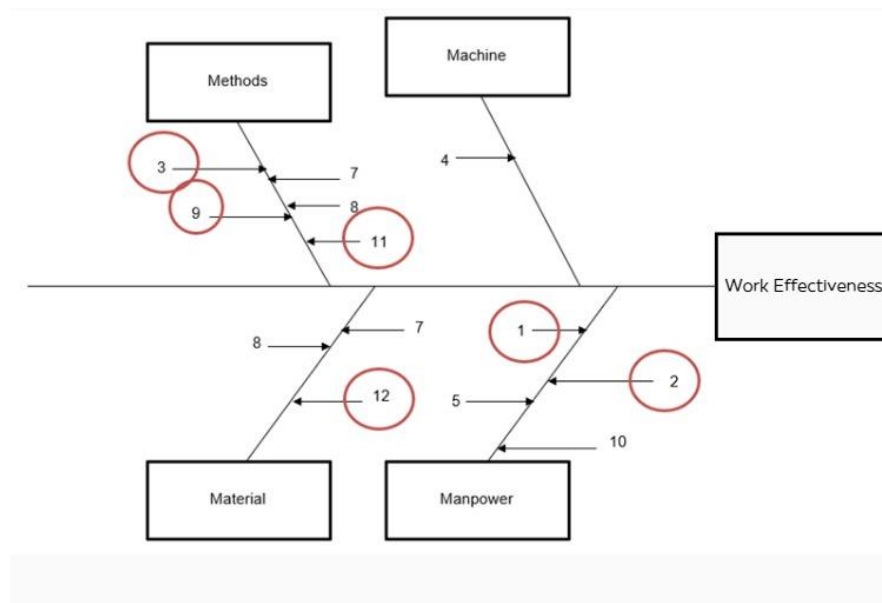


Figure 2.
Fishbone Diagram

After obtaining the potential problems described in the fishbone diagram, the data is re-analyzed to determine which has the greatest impact on work effectiveness. The following table summarises the findings from the identification of the main root causes:

Table 3.
Identification of Main Root Causes

No	Observed Factors	Problems	Possible Root Cause
1	Manpower	The village administrator lacks work discipline (1) Lack of initiative on the part of the village administrator at work (2) Several village administrators' competence that still needs to be improved (5) Some village administrators struggle to use computers (10)	Y N N N
2	Machines	Inadequate facilities and infrastructure to provide services (4)	N
3	Materials	There is no Standar Operational Procedure regarding the discipline of village officials (7) Inadequate funding to develop village administrator competencies (8) There is no job description for village administrator (12)	Y N Y

No	Observed Factors	Problems	Possible Root Cause
4	<i>Methods</i>	Some village administrators are unaware of their primary responsibilities and functions. (3)	Y
		There is no Standar Operational Procedure regarding the discipline of village officials (7)	Y
		There are no clear consequences for village administrators who are not disciplined or do not carry out their responsibilities properly (8)	N
		There is no monitoring or performance evaluation system in place for village administrators (9)	Y
		Village administrator workload appeared uneven (11)	Y

Following the collection of data on the identification of main root causes, interviews were conducted with the Head of Cisonhari Village to determine the root causes of the problem of reduced work effectiveness in Cisonhari Village. There are three observed factors that are thought to have a significant impact among all potential root causes. As a result of which the potential source of the problem is obtained as follows:

Table 4.
Main Causes of Problems

No	Observed Factors	Problems
1	<i>Manpower</i>	The village administrator lacks work discipline (1)
2	<i>Materials</i>	There is no Standar Operational Procedure regarding the discipline of village officials (7) There is no job description for village administrator (12)
3	<i>Methods</i>	Some village administrators are unaware of their primary responsibilities and functions. (3) There is no Standar Operational Procedure regarding the discipline of village officials (7) There is no monitoring or performance evaluation system in place for village administrators (9) Village administrator workload appeared uneven (11)

3.2. Discussion

Human resources are an important asset that can ensure the organization's sustainability and the quality of its output, both in the form of services and products. This is also true of the village government. The most important aspect in implementing village government functions, including village administrator in Cisonhari Village, is the village administrator.

Increasing work effectiveness can also have an impact on the quality of village services. However, based on the initial interview, it was discovered that there were issues with the effectiveness of the village administrator's work in Cisonhari Village. This was revealed by the Village Head, who admitted that the village administrator's work effectiveness was still far from ideal. Furthermore, people occasionally complain about the service at the village office, which is still regarded as inefficient. These issues undoubtedly have an impact on the overall performance of the village, so it is necessary to identify and address them in order to improve the work effectiveness of the village administrator in Cisonhari Village. Village administrator observations were also conducted in the Cisonhari Village environment. Several issues have

been identified in previous observations. Before developing a problem-solving strategy, it is necessary to conduct an analysis of the root of the problem. A fishbone diagram is one method for performing a root cause analysis. This fishbone diagram is a tool for identifying the causes of problems in Cisonhari Village. There were several stages to the root cause analysis. The following are the steps for putting a fishbone diagram into action:

Step 1

First, there must be prior agreement on the issues that must be resolved. The earlier observation results were then brought up in an interview with the Head of Cisonhari Village. Then, it was agreed that the problems to be identified further were related to the effectiveness of the work of the village administrator, because the village administrator was a critical aspect of policy implementation in the Cisonhari Village environment.

Step 2

Following agreement on the issues, the next step is to identify the major categories. The fishbone diagram is implemented using six categories to determine the root causes of events. Manpower, machine, materials, methods, measurement, and environment are among the six categories.

Step 3

The next step is to narrow down the list of possible causes of the problem. The interview method was used for this process with the Village Head and the Village Secretary. The Toyota Production System's Five Whys method was used to conduct the interviews. This method is used because it can aid in the investigation of the underlying causes of problems. This method involves asking "why" five times. Based on the interview results, the following potential root causes of work effectiveness were identified:

- a. Village administrators lack discipline in their work.
- b. Village administrators lack initiative at work.
- c. Some village administrators are unaware of the main duties and functions of their job.
- d. Inadequate service facilities and infrastructure
- e. Several village administrators' competence still needs to be improved.
- f. A lack of funds to develop the village administrator's skills.
- g. There is no standard operational procedure for disciplining village administrators.
- h. There are no clear consequences for village administrators who are not disciplined or do not carry out their responsibilities properly.
- i. There is no monitoring or performance evaluation system in place for the village administrator.
- j. Several village administrators had trouble using the computer.
- k. The village administrator's workload is uneven.
- l. The village administrator has no job description.

After identifying the potential root causes of the problem, the potential root causes of the problem are classified into six categories. After grouping as shown in Table 3, it is clear that several categories are unfilled. This demonstrates that issues concerning the effectiveness of the Cisonhari village administrator's work are not influenced by milieu or environmental factors. Furthermore, several potential root causes fall into more than one category. As shown in Figure 2, all of these root causes are then arranged in a fishbone diagram. At a later stage, the diagram is re-analyzed.

Step 4 and 5

Following the creation of the fishbone diagram, the next step is to re-identify using the potential root causes listed in the diagram. This step is required to determine what is most likely causing the issue. This is accomplished through discussions with the Village Head and Secretary. Table 3

shows the main causes of problems with the effectiveness of the village administrator in Cisondari Village as a result of this discussion.

Step 6

The root cause of the problem is determined in this final step. The fishbone diagram depicts the reasons for Cisondari Village's decreased work effectiveness. Based on the findings of the interviews, it was discovered that of all the potential causes of problems, there were five main causes, which included manpower factors, materials, and methods.

Based on the previous identification, it was discovered that there were several issues that were causing problems with the village administrator's work effectiveness. Several things are related to the source of the problem. Like the first problem, the village administrator lacks discipline in his or her work, which is related to the seventh problem, which is that there is no Standar Operasional Procedure regarding the discipline of the village administrator. Problems related to village administrators' lack of work discipline, one of which can be seen in the presence of village administrators who are not in the office during working hours, which can influence organisational performance. One of the causes is the lack of rules or internal procedures to govern this. As a result, a Standar Operasional Procedure for Village Administrator Discipline must be developed so that each individual can use it as a guide in their work, because village administrators will understand what can and cannot be done in their role as village administrator. Aside from that, the Discipline Standar Operational Procedure can be used as a factor in the punishment meted out when village administrators are not disciplined at work. Overall, the Standar Operational Procedure is useful as a work discipline controller, and it is hoped that all village administrators will become more disciplined in their work. To address these two issues, proposed solutions include compiling Standar Operational Procedure for workplace discipline.

So far, measurement and assessment have not been carried out in the course of carrying out work, particularly with regard to the work results of each individual. This can cause village administrators to be unaware of how well they are performing, resulting in little or no effort to improve or even improve the performance of each village administrator. As a result, it is necessary to design a performance monitoring system that begins with the establishment of performance achievement standards and performance indicators, then moves on to performance monitoring, performance appraisal, and continuous monitoring during the performance period. This monitoring system is critical for any organisation, as good performance monitoring will help the village administrator perform better. Performance monitoring is also carried out to determine whether the results of work implementation are in accordance with the previously determined plans or targets. (Wurasto, 2002).

There are three dimensions that must be addressed in order to ensure that each individual performs well. Declarative knowledge, procedural knowledge, and motivation are the three components. Declarative knowledge is concerned with the facts, principles, knowledge, and information required for related jobs and positions. Such data and facts are obtained through job analysis, which includes detailed information about the position such as job description, duties and responsibilities, and so on. While procedural knowledge is concerned with the knowledge and skills required to perform a task, particularly one related to work. The final point to make is about motivation. These three things must exist in order for an employee's performance to be guaranteed (Aguinis, 2013). Because village administrators possess a wide range of declarative and procedural knowledge, one of the efforts that Cisondari Village can make to improve their performance is to compile a job analysis, so that they can understand what is related to the job in their lap from the start. Furthermore, if no job analysis is performed, determining performance

standards and indicators will be difficult. Meanwhile, setting standards and performance indicators is the first step in creating a performance monitoring system, which Cisondari Village must also design.

Job analysis is the systematic collection of detailed information about a job. Job analysis is required to provide workers with an overview of the duties and responsibilities of each position (Taggala, 2015). Because Cisondari Village does not currently have a job analysis, one must be prepared. This job analysis can also be used to conduct a workload analysis, which is required by the village administrator in Cisondari Village. The following table summarises proposed solutions to these problems:

Table 5.
Proposal for Fixing the Root of the Problem

No	Root Cause	Proposed Improvement
1	Village administrators lack discipline in their work There is no standard operational procedure for disciplining village administrators.	Create a Standard Operating Procedure for Discipline for the Village Administrator.
2	The village administrator has no job description. Some village administrators are unaware of the main duties and functions of their job	Create job descriptions for all village officials.
3	There is no monitoring or performance evaluation system in place for the village administrator	Creating a performance management system for the village administrator
4	The village administrator's workload is uneven.	Perform workload analysis

4. Conclusion

The most important asset in carrying out village government functions, including village administrator in Cisondari Village, is the village administrator. However, it was later discovered that there were issues with the effectiveness of the work of village administrators in the village, as evidenced by complaints from the community about services that were perceived to be lacking, among other things. Fishbone diagrams are used to analyse the root causes of events, and it has been discovered that human factors and method factors are the most important in influencing work effectiveness. The root of the problem in Cisondari Village's effectiveness of work for village administrators is the village administrators' understanding of their main tasks and functions, as well as work procedures for each job in their job, which is still considered to vary. Furthermore, village administrators' work discipline is still lacking.

Paying attention to declarative knowledge, procedural knowledge, and the motivation that each individual has in working is one of the efforts to ensure that individuals have good performance. However, the declarative and procedural knowledge of village administrators still varies, so a job analysis and workload analysis for all village administrators is required. The creation of this document can assist village administrators in providing an overview of the duties and responsibilities of each position. The Discipline Standard Operational Procedures for village administrators must then be developed to serve as a guide for Cisondari Village in implementing work discipline. In Cisondari Village, a performance monitoring system must also be designed so that the performance produced by each village administrator becomes even more optimal in achieving one of Cisondari Village's visions, namely achievement.

There are several suggestions that can be made for Cisondari Village to improve the work effectiveness of its work units, namely:

- a. In order to improve the effectiveness of the village administrator's work in Cisondari Village, the following must be designed and implemented:
 - 1) Standard Operating Procedure for Discipline for the Village Administrator,
 - 2) Job and workload analysis,
 - 3) Performance monitoring system for village administrator
- b. Implement these documents and systems to make work more effective in achieving the vision of Cisondari Village.
- c. Evaluate the proposed and implemented improvements.

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