

THE ROLE OF THE VILLAGE HEAD IN IMPROVING THE PERFORMANCE OF VILLAGE STAFF AS ASSISTANTS (Case Study in Doridungga Village, Donggo District, Bima Regency)

Imam Sangputra

Independent Researcher, Indonesia

E-Mail : imamdonggo9898@gmail.com

Abstract	
Keywords: <i>Village Head, Village Staff Performance</i>	<p><i>In the era of regional autonomy and the implementation of the Village Law, the role of the village head as a government leader at the local level has become increasingly strategic. One of the key responsibilities of the village head is to improve the performance of village officials to ensure the delivery of quality public services. This study aims to analyze the role of the village head in enhancing the performance of village officials, identify supporting and inhibiting factors, and explore the strategies employed in improving staff performance. This research uses a descriptive qualitative approach. The study was conducted in Doridungga Village with the Village Head and village officials as the research sample. Data were collected through observation, interviews, and documentation over a one-month period. The results show that the village head plays a multidimensional role, including motivating village officials, providing guidance, mentoring, developing competencies, creating a conducive work environment, and implementing a reward and punishment system. He also acts as an effective communicator and evaluator of staff performance. However, several obstacles hinder the effectiveness of this role, such as limited budget, a lack of understanding of main tasks and functions, resistance to change, and inadequate supporting infrastructure. The study concludes that improving the performance of village officials requires a holistic and sustainable leadership approach. Recommendations include increasing budget allocations for human resource development, strengthening orientation and training programs, implementing effective change management, modernizing village office infrastructure and technology, and developing a results-based performance appraisal system.</i></p> <p><i>This is an open access article under the CC BY-NC-SA 4.0 license</i></p>



INTRODUCTION

Indonesia is a country with a very large population and diverse ethnicities, cultures, and customs. The existence of citizens as legal citizens is a symbol of legitimacy within the state system, having fulfilled various applicable legal and administrative requirements. Since gaining independence, Indonesia has been free from physical colonialism and has received support from various friendly countries, particularly from the Middle East, such as Palestine and Medina. As a country rich in natural resources, Indonesia has 74,954 villages spread across 6,592 sub-districts, 514 regencies/cities, and 34 provinces (Rachmat & Suhartono, 2020). This number demonstrates the crucial role of village government as the primary foundation of national development.

Village governments are an integral part of the Indonesian government system, serving as policy implementers at the local level. Village governments are structurally established by the central government to carry out public service, development, community empowerment, and maintain social order within their respective regions. Furthermore, village governments have the authority to manage and distribute the Village Fund Budget (ADD), which is allocated annually to support the welfare of local communities (SUGIPRAWATY, 2009). Therefore, effective village governance is a crucial factor in realizing a just, transparent, and accountable government.

The legal basis for village governance is regulated in Law Number 6 of 2014 concerning Villages, which outlines the principles, functions, duties, and authorities of village governments. The law states that villages have the right to regulate and manage their own affairs based on community initiatives, ancestral rights, and customs recognized in the national government system. The village office serves as the center of government activities, a place for the community to express their aspirations, and a space for obtaining public services and accountability from the village government (Lindayanti et al., 2018). Thus, villages are not only the smallest administrative units but also strategic platforms for building the foundation for the welfare of the Indonesian people.

In carrying out their duties and functions, the village head holds a strategic position as the highest leader at the village level. The village head is responsible for managing village government, leading village officials, and ensuring that all policies adopted are oriented towards the interests of the community. The village head is expected to be able to effectively operationalize the performance of village officials, increase the village's added value, and establish harmonious communication with the community. Furthermore, the village head is required to actualize the use of the Village Fund Budget (ADD) in an appropriate, efficient, and transparent manner (Seran et al., 2025).

The leadership of the village head significantly influences the performance of village officials. According to (Rinto et al., 2021), the success of village development is determined by the village head's ability to coordinate the results of deliberations with village officials and the community. The village head also plays a role in creating a conducive work climate so that village officials can carry out their duties professionally and responsibly. In this regard, village officials are a crucial element in the village government organizational structure, tasked with assisting the village head in carrying out government, development, and community activities.

Furthermore, (Kalsum et al., 2023) emphasized that efforts to improve village apparatus performance can be achieved through work motivation, innovation, and sustainable human resource (HR) development. As a local leader, the village head must be able to foster work motivation and a spirit of mutual cooperation, as well as initiate innovation in village governance. Adaptive, communicative, and participatory leadership will positively impact village apparatus performance and the effectiveness of community services.

However, the reality on the ground often presents quite complex challenges. Based on the phenomenon that occurred in Doridungga Village, Donggo District, Bima Regency, various problems were still found related to the role of the village head in improving the performance of village officials. Some of the problems that emerged included limited freedom of village officials to provide input to the village head, low levels of community participation in the development planning process, and the village head's lack of initiative in providing motivation and innovation to village officials. This has resulted in low effectiveness of village program implementation and a decline in the quality of public services at the local level.

This situation indicates that the role of village heads in leading, motivating, and directing village officials still needs to be strengthened. Village heads need to possess strong managerial and leadership skills to improve the performance of village officials in managing government and providing services to the community. Although several studies have discussed village head leadership and the performance of village officials (Rinto et al., 2021), no study has specifically examined how village heads carry out their leadership functions to improve the performance of village officials in remote rural areas such as Doridungga Village, Donggo District, Bima Regency. This indicates a research gap that needs to be filled. Therefore, an in-depth study is essential to understand how village heads carry out their role in improving the performance of village officials in Doridungga Village, Donggo District, Bima Regency.

Based on the explanation above, the novelty of this research lies in its focus on the role of the village head in improving the performance of village officials in Doridungga Village, Donggo District, Bima Regency, an area that has not received much academic study in the context of local leadership and village government effectiveness. Therefore, it is necessary for researchers to convey the results of research conducted during their time in their hometown.

Through this background, the formulation of the problem includes "1. How is the role of the village head in improving the performance of village officials in Doridungga Village, Donggo District, Bima Regency. 2. What factors support and hinder the village head in improving the performance of village officials in Doridungga Village. 3. What is the strategy of the village head in motivating, innovating, and developing human resources of village officials in order to be able to realize effective and participatory village governance. This study aims to 1. Analyze the role of the village head in improving the performance of village officials in Doridungga Village, Donggo District, Bima Regency. 2. Identify the supporting and inhibiting factors that influence the village head in carrying out its function to improve the performance of village officials. 3. Describe the strategy of the village head in motivating, innovating, and developing human resources of village officials in order to create transparent, accountable, and public service-oriented village governance. The benefits of practitioners for developing village staff performance and these theoretical benefits will

be useful for students, practitioners, village governments, communities and further researchers.

LITERATURE REVIEW

A. *Previous Research including:*

1. (Alfian, 2019). The Role of the Village Head in Improving the Performance of Village Officials in Sangkanhurip Village, Katapang District, Bandung Regency.
2. (Akbar, 2015). The Role of the Village Head in Improving the Performance of Village Officials in Mopuya Village, Bulawa District, Bone Bolango Regency.
3. (Pratama et al., 2021). The Role of the Village Head in Improving the Performance of Village Officials from an Exemplary Aspect in Kambitin Raya Village, Tanjung District, Tabalong Regency.
4. (Hemafitria et al., 2022). The Role of the Village Head in Improving the Effectiveness of Public Services in Gonis Tekam Village, Sekadau Hilir District.
5. (Kasmawanto, 2024). The Leadership Role of the Village Head in Managing Human Resources (Study in Pucangtelu Village)".

B. *The Leadership Role of the Village Head*

The village head is the highest leader at the village government level and plays a strategic role in running the wheels of government, development, and public services (Law No. 6 of 2014 concerning Villages). In a managerial context, the village head acts as a decision-maker, planner, implementer, and supervisor of village programs (Mulyadi, 2016). According to (Yukl, 2012), an effective leader must be able to influence subordinates through motivation, guidance, and optimal human resource empowerment.

C. *Village Staff Performance*

Village staff performance reflects the extent to which village employees carry out their duties and responsibilities in providing public services. According to Robbins and Judge (2017), performance is influenced by factors such as ability, motivation, and the work environment. Within the village government, staff performance indicators include punctuality of service delivery, service attitude, administrative skills, and compliance with regulations (Suwandi et al., 2024). Optimal performance requires a strong coordination and supervision system from the village head as their direct superior.

D. *The Relationship between Leadership and Employee Performance*

Participatory, communicative, and supportive leadership has been shown to improve employee performance (Bass & Riggio, 2006). A study by Herlina et al. (2024) showed that village heads acting as motivators and mentors significantly impacted staff productivity. Furthermore, the implementation of rewards and punishments, training, and the creation of a positive work environment are crucial in supporting improved staff performance.

E. *The Local Context of Doridungga Village*

Doridungga Village in Donggo District, Bima Regency, is characterized by an agrarian community with distinctive social dynamics. The role of the village head in the local context extends beyond administrative roles to serving as a respected informal figure. Therefore, personal and cultural approaches are highly influential in managing and improving the performance of village officials (Widiatmika & Darma, 2018).

F. Situational Leadership Theory

Situational Leadership Theory is a theory frequently used by previous researchers. This theory was proposed by (Hersey & Blanchard, 1982). This theory states that an effective leadership style must be tailored to the level of readiness and ability of the staff. There are four styles: directing, coaching, supporting, and delegating.

Based on the situational leadership theory proposed by (Hersey & Blanchard, 1982), a leader's effectiveness depends heavily on their ability to adapt their leadership style to the maturity, readiness, and competence of their subordinates. In the context of village government, this theory emphasizes the importance of flexibility for village heads in implementing an adaptive leadership approach. Village heads are required to understand the conditions of individual village officials in order to determine appropriate coaching and supervision strategies. Thus, this theory provides a strong conceptual foundation for explaining how an appropriate leadership style can sustainably improve the performance of village officials.

Furthermore, this theory is highly relevant to social dynamics at the village level, where relationships between individuals are often influenced by social proximity, culture, and local values. Village heads who are able to adapt their leadership style to the character of the community and the internal conditions of the village government will be more successful in optimizing the role of officials in providing effective public services.

Although several previous studies have discussed the role of village heads in improving the performance of village officials, most have focused on general administrative and managerial aspects (Alfian, 2019). However, there is limited research examining how village heads apply situational leadership styles within the local socio-cultural context, particularly in rural areas with strong cultural characteristics, such as Doridungga Village, Bima Regency.

METHOD

This research used a qualitative approach. The focus population was Doridungga Village, while the sample consisted of the Doridungga Village Head and Village Staff. The research period was a maximum of one month. Data collection was conducted through observation, interviews, and documentation to identify explanations regarding the Village Head's role in improving the performance of village staff in Doridungga Village.

RESULTS AND DISCUSSION

1. General Description of the Research Location

Doridungga Village is located in Donggo District, Bima Regency, West Nusa Tenggara Province. Geographically, this village is located in a hilly area, with a socio-economic situation where the majority of the population works in the agriculture and livestock sectors. The Doridungga Village government is led by a village head who is responsible for regulating, fostering, and developing all of the village's potential to improve community welfare. In carrying out governance, the village head is assisted by village officials consisting of a village secretary, heads of affairs, heads of sections, and heads of hamlets. The performance of village officials

is a crucial aspect in realizing effective, efficient, and participatory governance. Therefore, this study focuses on the role of the village head in improving the performance of village officials in Doridungga Village.

2. *The Village Head's Role in Improving Village Official Performance*

Interviews with the Doridungga Village Head indicate that his leadership emphasizes exemplary behavior and personal discipline as key strategies for improving the performance of village officials. The Village Head stated, "The strategy I implement is to first and foremost set an example. I strive to arrive on time, work according to the rules, and maintain good relationships with the community." This exemplary attitude is a form of transformational leadership, where leaders serve as examples that inspire their subordinates. This aligns with Robbins' (2017) theory, which asserts that exemplary leader behavior has a direct impact on the motivation and performance of subordinates.

In addition to setting an example, the village head also implements a division of tasks based on staff capabilities and conducts monthly evaluations to monitor performance. This approach demonstrates a planned and oversight-based work system, in line with (Siagian, 2021) view that one of the roles of an effective leader is to provide regular coaching and control. This view is reinforced by the results of an interview with a village staff member who said, "The village head always provides clear direction and is an example for us. If there is a problem, he doesn't get angry, but invites discussion to find a solution." This statement indicates that the participatory and communicative leadership style implemented by the village head is able to increase the work enthusiasm of village officials.

3. *Supporting and Inhibiting Factors for Village Heads in Improving Village Official Performance*

Based on interviews, several factors support village heads in improving their officials' performance. One of these is good communication and coordination between staff, as expressed by one village official, "Communication is quite good. If there's work, we usually coordinate through weekly meetings and WhatsApp groups."

This demonstrates the existence of an open and responsive communication system, which serves as important social capital in improving village official performance. Furthermore, community support and participation in village deliberations are also significant supporting factors, as they create a collaborative working atmosphere between the village government and residents.

However, interviews also revealed several inhibiting factors, particularly limited training and work facilities. The village head acknowledged that training could not be conducted routinely due to budget constraints. "We have participated in village administration, financial management, and information technology training held by the district government. In the future, we want to hold internal training at least twice a year."

Meanwhile, village staff expressed similar hopes: "The opportunity is there, although not often. We hope training will be held more frequently so we can keep up with technological developments and the latest regulations." This situation illustrates that human resources and financial support remain major challenges to improving the performance of village officials, as (Akbar, 2015) emphasized that the capacity of village officials is often an obstacle to effective governance.

4. *The Village Head's Strategy for Motivating, Innovating, and Developing Human Resources for Village Officials*

The strategy implemented by the Doridungga Village Head encompasses motivation, innovation, and human resource capacity development. In terms of motivation, the village head uses a personal approach, providing constructive guidance and creating a comfortable and respectful work environment. This is evident in testimonials from village officials who say they feel "appreciated and more enthusiastic about their work" because the village head always encourages discussion whenever a problem arises.

In terms of innovation, the village head implemented an integrated service policy at the village office so that residents can complete administrative matters at a single service counter. He also extended service hours until the afternoon on certain days to facilitate residents working outside the village. This service innovation reflects the principle of public service that is oriented towards citizen satisfaction, in accordance with Law Number 6 of 2014 concerning Villages, which emphasizes the importance of effective, efficient, and responsive public services to community needs.

Furthermore, the village head also focuses on developing the capacity of his staff through training in administration, finance, and information technology. While still limited in frequency, this effort demonstrates the village head's commitment to developing human resources that are adaptable to digital developments. This strategy aligns with the concept of developmental leadership, where leaders play an active role in improving the competencies of their subordinates (Siagian, 2021).

5. *Implications of Research Findings*

Based on the interviews and analysis above, it can be concluded that the leadership of the Doridungga Village Head has a significant influence on improving the performance of village officials. Role model strategies, participatory communication, and public service innovation are key factors driving the effectiveness of village governance. However, further efforts are needed to strengthen apparatus training and provide supporting facilities to ensure sustainable village apparatus performance. Practically, the results of this study can serve as recommendations for local governments in formulating programs to improve the leadership and management capacity of village officials in Bima Regency.

CONCLUSION

The role of the village head in Doridungga Village is crucial in improving the performance of village officials through role models, division of tasks according to ability, village deliberations, and more effective integrated service policies for the community. Communicative, participatory, and supportive leadership has proven effective in motivating staff and maintaining good coordination, despite challenges such as budget constraints, lack of regular training, and limited work facilities. Therefore, going forward, the village head needs to strengthen innovation, increase motivation, and provide more adequate support to optimize the performance of village officials in realizing community welfare.

RECOMMENDATIONS

1. Increase budget allocation for village human resource development
2. Strengthen orientation programs and ongoing training for village officials

3. Implement effective change management
4. Modernize village office infrastructure and technology
5. Develop a results-based performance appraisal system.

BIBLIOGRAPHY

- Akbar, M. F. (2015). Peran Kepala Desa Dalam Meningkatkan Kinerja Aparat Desa Mopuya Kecamatan Bulawa Kabupaten Bone Bolango. *Publik (Jurnal Ilmu Administrasi)*, 4(1), 49–52.
- Alfian, Y. (2019). Peran Kepala Desa Dalam Meningkatkan Kinerja Aparat Desa Di Desa Sangkanhurip Kecamatan Katapang Kabupaten Bandung. *JISIPOL| Jurnal Ilmu Sosial Dan Ilmu Politik*, 3(3), 43–60.
- Bass, B. M., & Riggio, R. E. (2006). *Transformational leadership*. Psychology press.
- Hemafitria, H., Sopia, K., & Octavia, E. (2022). Peran kepala desa dalam meningkatkan efektivitas pelayanan publik di Desa Gonis Tekam Kecamatan Sekadau Hilir. *Jurnal Pendidikan PKN (Pancasila Dan Kewarganegaraan)*, 3(2), 95–110.
- Hersey, P., & Blanchard, K. H. (1982). Grid® principles and situationalism: Both! A response to Blake and Mouton. *Group & Organization Studies*, 7(2), 207–210.
- Kalsum, U., Syahri, P., Abdi, W. T., & Iskandar, T. (2023). *Isu-Isu Kontemporer*. PT. Sonpedia Publishing Indonesia.
- Kasmawanto, Z. (2024). Peran kepemimpinan kepala desa dalam mengelola sumber daya manusia (studi pada Desa Pucangtelu). *Madani Jurnal Politik Dan Sosial Kemasyarakatan*, 16(02), 191–205.
- Lindayanti, L., Hayati, R., & Suryani, L. (2018). Peran Kepala Desa Dalam Meningkatkan Kinerja Pegawai Dari Aspek Keteladanan Di Desa Lukbayur Kecamatan Tanta Kabupaten Tabalong. *Japb*, 1(1), 230–244.
- Pratama, Y. A., Hayati, R., & Suryani, L. (2021). Peran Kepala Desa Dalam Meningkatkan Kinerja Aparat Desa Dari Aspek Keteladanan Di Desa Kambitin Raya Kecamatan Tanjung Kabupaten Tabalong. *JAPB*, 4(2), 884–901.
- Rachmat, R., & Suhartono, S. (2020). Comparative analysis of single exponential smoothing and holt's method for quality of hospital services forecasting in general hospital. *Bulletin of Computer Science and Electrical Engineering*, 1(2), 80–86.
- Rinto, M., Muhiddin, A., & Mone, A. (2021). Koordinasi Badan Permusyawaratan Desa (BPD) dengan Kepala Desa dalam Perencanaan Pembangunan di Desa Laikang Kabupaten Takalar. *Jurnal Administrasi Pemerintahan Desa*, 2(1), 24–37.
- Seran, O. L., Servatius, R., & Niron, E. S. (2025). KEPEMIMPINAN KEPALA DESA DALAM MENINGKATKAN PARTISIPASI MASYARAKAT DALAM PEMBANGUNAN DESA (STUDI KASUS DI DESA NAIMANA KECAMATAN MALAKA TENGAH KABUPATEN MALAKA). *Journal Education and Government Wiyata*, 3(1), 99–121.
- Siagian, A. O. (2021). Analisis Pengembangan Badan Usaha Milik Desa (Bumdes) Harapan Oesena Di Desa Oesena Kecamatan Amarasi Kabupaten Kupang. *Jurnal Riset Entrepreneurship*, 4(1), 33–43.
- SUGIPRAWATY, S. (2009). *Etnisitas, Primordialisme, Dan Jejaring Politik Di Sulawesi Selatan (Studi Pilkada Di Sulawesi Selatan Th 2007-2008)*. Program Pasca Sarjana Universitas Diponegoro.
- Suwandi, A. F., Yanti, R. A. A., & Librianti, E. O. I. (2024). PERSPEKTIF HUKUM ADMINISTRASI TERHADAP BUDAYA ORGANISASI DALAM

- PEMBANGUNAN HUKUM. *Siyasah*, 4(2), 215–229.
- Widiatmika, P. H., & Darma, G. S. (2018). Good corporate governance, job motivation, organization culture which impact company financial performance. *Jurnal Manajemen Bisnis*, 15(3), 82–99.
- Yukl, G. (2012). Effective leadership behavior: What we know and what questions need more attention. *Academy of Management Perspectives*, 26(4), 66–85.

