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The Administrative Management Capacity of Village Chief

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Gorontalo State University

Abstract

The purpose of this study is to find out the village chief's capacity of administrative management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency, Gorontalo Province. This is a qualitative study that involves several informants, including the Chief, Secretary, Community Representatives of Mootilango Village, the Head of Village's Consultative Board (BPD) and the Head of Government Affairs of Mootilango Village, the Chief of Anggrek Subdistrict and The Head of Anggrek Subdistrict Government Section. The data were collected from interview and documentation and analysed by using qualitative analysis. There are two indicators of the village chief's capacity of administrative management, which are managerial, service and skill capacity. The result finally reveals that the village chief's capacity of administrative management in Mootilango Village arrives at quite good category in understanding the administration through capacity improvement in managing the administration in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency. Three strategies are applied to the indicators of; a) managerial capacity of planning the program regarding village improvement based on the vision, mission and goal, to develop this village through management function (planning, organizing, actuating and controlling) of village chief's leadership to all societies, through people's income and welfare improvement, b) service capacity of improving the co-workers' discipline in serving the people's needs c) skill capacity to provide the importance of administrative management education and training in arranging administration matter so that the data are entirely filled.

Keywords: the Village Chief's Capacity, Village Administrative Management

1. Introduction

Mootilango Village is located in Anggrek Subdistrict, North Gorontalo Regency, Gorontalo Province with an estimated population at 129.039 in which Anggrek Subdistrict is the capital city of North Gorontalo Regency, and therefore this is a strategic area of administrative and service centre. Anggrek Subdistrict reached 34.106 residents, as of 2007 with total land area of about 336.80 km² divided into 18 villages, and Mootilango Village is one of those. (North Gorontalo Regency in 2015).

The chief of Mootilango Village and the staff are the principal organisers or known as the administrator of governmental activities. It is because they are on the bottom level of administrative basis in Indonesian governmental structure that has a target of implementing governmental activities (Syafiie: 2003). However, the role of a village is not the small aspect; rather it covers an important governmental aspect regarding life, welfare and safety improvement. Thus, the village chief's capacity of administrative management needs to be concerned to measure the success of the chief's work in strengthening its institutional and people's participation (Wirjana: 2005). The village chief and staff should be responsible for the governmental activities to advance its development and community as well as being a guide to improve the peace and order of the village. Indonesia that embraces decentralisation in each regional government organisation is given an opportunity to manage and develop its own regional autonomy based on Law Number 32 of 2004.

Mootilango Village chief and staff along with the staff of North Gorontalo Regency and Anggrek Subdistrict are involved in the national development of village management. The head as the people's role model, therefore, should have a good capacity to accomplish the task in accordance with Law Number 32 article 12 of 2004.

As the administrator with lots of work, Mootilango Village chief occupies the significant position to organise the lowest administrative aspects and understand the situation, people's background and the problem of the village, so that the information spread over the society can be an input for the village or other regions.

The presentation of data and information for sub district, regency and province are demanded to Mootilango village chief and the staff. Those data and information are required to measure the capacity of a village chief in doing the job, reinforcing and accomplishing the administrative tasks as well as becoming the source of information to Mootilango Village advancement.

Based on preliminary observation to Mootilango Village chief, it shows that the managerial capacity of the head in accomplishing the task (the importance of development planning capacity). Service capacity; community service has not maximally implemented that proven by the administrative works including general, population and financial administration are not consistently carried out as the regulation. Skill Capacity; the lack of education and human resources soft skill for the village chief and staff in using internet access to inform the administrative data and people's life skill of guiding Small and Medium Micro Enterprises (UMKM).

The village chief and the staff should be able to plan the program to advance its village, improve people's welfare and human resources skill for the head and employees along with providing a good community service. It

can be achieved if the business under village authority is well-implemented. Nevertheless, there are some direct and straightforward obstructions in implementing official business.

It is undeniable that the capacity becomes the biggest problem in the real situation including the managerial capacity of village management, service capacity to manage human resources, and skill aspect in organising the village institutional: Village-Owned Enterprise (BUMDES), UMKM and others. As the problem explained in the background, this study focuses on how the village chief's capacity of administrative management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency, Gorontalo Province. It is related to the real location of Mootilango Village as the site for this study.

1.1. Objective of Study

The purpose of this study is to find out the strategy of administrative management capacity by Mootilango Village chief, Anggrek Subdistrict, North Gorontalo Regency.

1.2 Significances of Study

1. As the suggestion and recommendation for Mootilango Village, Anggrek Subdistrict and North Gorontalo Regency to improve the administrative management so that the effective goal can be highly achieved.
2. The researcher can improve the knowledge of the village chief's capacity of administrative management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency, Gorontalo Province.
3. This study can be a source of reference for further researchers.

2. Theoretical Framework

2.1 The Capacity of the Village Chief

According to Law Number 6 of 2014 on Villages, the conditions of village chief are duties, authorities, rights, obligations and prohibitions, about village: The second part of village chief in article 26; (1) Village chief is in charge of organizing village administration, implementing village development, guiding a community development, and empowering the community. (2) As in section (1), the village chief is authorized to (a) lead the implementation of village administration; (b) constitute and discharge the village staff; (c) hold the authority of managing village finance and assets; (d) set the village's rules; (e) assign the Village Government Budget; (f) develop the society's life; (g) develop the peace and order of the village; (h) improve the village's integrated economy with a view to achieve productive-scale economy for society's prosperity; (i) develop the village budget source; (j) propose and accept the country's wealth overflow to improve people's welfare; (k) develop the people's culture and social life; (l) utilize the appropriate technology; (m) coordinate participative Village Development; (n) become the representative or appoint a lawyer inside and outside the court in accordance with the law; (o) execute another authority that is based on the Law.

Soehardi (2003:24) states that capacity is widely defined. One's capacity will determine his attitude and result that it is a talent obtained ever since he was born or it is from study and experience to do an activity physically and mentally. Soelaiman (2007:112) also claims that capacity is a natural character or it is learnt to enable a person to physically and mentally accomplish his work. Individual, leader and employee in an organisation do not have a capacity to work in a maximum effort, although they are well-motivated. Ability and skill play the major role of individual's attitude and performance. Skill-based capacity as argued by Soelaiman (2007:112) is related to the tasks used by someone at the right time.

Regarding those definitions, therefore a village organisation should have a capacity, skill and knowledge toward the works and functions of each village staff. However, this study is emphasised on the capacity perceived by the work capacity or the result. Mc. Shane and Glinow in Buyung (2007:37), additionally defines capacity as "the natural aptitudes and learned capabilities required to complete a task successfully". Capacity is also a stable characteristic regarding one's maximum physical and mental capacity (Kreitner, 2005:185). Besides, it is stated by Robbins (2006, 46) this capability is an individual's capacity to work on certain tasks. One's capacity is essentially from two factors including intellectual and physical abilities.

On that ground, village staff's capacity can be found out from their education level, train and experience, so that the chief's capacity of working and establishing the task can identify, plan, and program the goal of the organisation activity that is to be achieved. One of some things to be concerned is the organisation's membership in the intellectual and managerial capacity of village administration and institutional.

All in all, capacity is an individual's capacity to master an expertise and used to work on various tasks. Moreover, Robbins and Judge (2009: 57-61) express that full capacity of a person is basically from two factors, including a. Intellectual Capacity is required to do various mental activities (thinking, reasoning and solving a problem). b. Physical Capacity is needed to work on tasks that demand endurance, skill, power and other similar characteristics.

In terms of accomplishing managerial tasks, it requires three skills as claimed by Katz and Payol (cited in Robbins, 2003:7), which are: 1. Technical Skill is a capacity to use a procedure, technique and knowledge of

particular field; 2. Human Skill is a ability to work cooperatively with other people, understand and motivate as individual or groups; 3. Conceptual Skill is a capacity to coordinate and integrate all organisation activities and concerns.

The definitions of excellent service by people in business as cited in the book from Barata (2003:27) are 1. Excellent service makes the customers calm. 2. Excellent service is a friendly, quick and accurate service for the customers. 3. Excellent service prioritises customers' satisfaction. 4. Excellent service places the customers as a partner. 5. Excellent service is an optimal service that yields customers' satisfaction. 6. Excellent service is a concern for customers' satisfaction. 7. Excellent service is a total service effort to satisfy the customers. Those definitions are from some businessmen from different fields. Nonetheless, the focus of excellent service is no other than the customers' satisfaction.

Capacity is a particular knowledge and skill required to support the program of excellent service that covers the ability of work field, implementing effective communication, developing motivation and public relation as the instrument to build a relationship in and out the organisation or company.

2.2 Administrative Management of the Village

"Managerial Function" and "Administrative Philosophy" based on Prof. Dr Sondang P Siagian, M.A in his book that administrative and management functions are: (1) Planning. (2) Organizing. (3) Motivating (4) Controlling. (5) Evaluating. They are obliged to be applied by administration and management. Incapacity to implement the functions will affect the success of an organisation. Management functions are applied, including; (1) Planning. (2) Organizing. (3) Actuating (4) Controlling.

Management is defined as (1) the process of effectively utilising the resources to achieve a certain target. (2) capacity to obtain a result in terms of attaining the purpose through other people's activities. (3) Actuating individuals and facilities in a cooperative work to reach a particular goal.

Hence, it is concluded that management is a process/activity/effort to achieve a particular purpose by working cooperatively with other people. Management, in addition, is also the main organiser of administration, in which management and administration cannot be separated except their own activities.

The administration is notably functioned to determine organisation goal and formulate the general policy. Meanwhile, management is to implement the activities regarding the purpose achievement based on the formulated policy. However, administration and management have certain tasks that need to be carried out themselves. Those tasks are meant to be the functions of administration and management.

It is defined that administration is the organiser and management is the one who arranges the work. The combination of them is work organisation conducted together by people to achieve the goal. Management, likewise, according to Sudarmanto (2009); the result of work is "Administration"; the process to manage the administration is "management"; the one who implements it is "leadership". A leader is the one who has: (1) Influence (2) Capacity (3) Position (4) Ascendancy (5) Authority (6) Prestige (7) Power (8) Skill. A leader is generally having: Position Power and Personal Power in a leader's self which are: (1) Legitimate Power (2) Coercive Power (3) Reward Power (3) Expert Power (4) Referent Power = educator = public figure that the leader's role is to manage the human resources aspects.

Village Administration according to the Regulation of Ministry of Home Affairs Number 32 of 2006 is the whole process of data and information recording related to the implementation of Village Government in the Book of (A) Village Administration, is an activity of recording data and information regarding village government in Book of General Administration that consists of: (1) Data about the Village Regulation; (2) Data about the Chief's Decision; (3) Data about the Village Inventory; (4) Data about the Village's Staff; (5) Data about the Communal Land; (6) Data about the Land in the Village; (7) Notebook; (8) Expedition Book. (B) Population Administration is an activity of recording data and information regarding population and its movement in Book of Population Administration including: (1) Data about the Residents' Identity; (2) Data about the Villagers Movement; (3) Data about the Recapitulation of Total Population at the End of the Month; (4) Data about the Temporary Residents. (C) Financial Administration is an activity of recording data and information regarding financial management of the village in Book of Financial Administration that consists of: (1) Revenue Budget; (2) Routine Expenditure Budget; (3) Development Expenditure Budget; (4) General Cash; (5) Revenue Assistance Cash; (6) Routine Expenditure Assistance Cash; (7) Development Expenditure Assistance Cash. (D) Development Administration is an activity of recording data and information about the past, present and future development in Book of Development Administration, including: (1) Development Planning; (2) Development Activities; (3) Project Inventory; (4) Development/Community Empowerment Organizers. (E) Village's Consultative Board (BPD) Administration is an activity of recording data and information about BPD itself that consists of: (1) Data about BPD's Member; (2) Data about BPD's Decision; (3) Data about BPD's Activity; (4) BPD's Notebook.

3. Method of Study

This is a qualitative study (Sugiyono; 2007) that involves several informants, including: the Chief, Secretary,

Community Representatives of Mootilango Village, the Head of Village's Consultative Board (BPD) and the Head of Government Affairs of Mootilango Village, the Chief of Anggrek Subdistrict and The Head of Anggrek Subdistrict Government Section. The data were collected from interview and documentation (Agusty: 2006) and then analysed by using qualitative analysis. There are two indicators of the village chief's capacity of administrative management, which are managerial, service and skill capacity.

4. Findings and Discussion

4.1. Managerial Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency

Managerial capacity refers to the chief's capacity of accomplishing his work through planning comprehension, organising, actuating and controlling. Planning and implementing the program as well as finishing the village chief's task are depended on his capacity of Village Administrative Management. That ability to manage the administration has something to do with the human resources and financial management. The chief has understood the village administrative management; somehow it still lacks the data comprehension about the society so that it adversely affects the village profile data and incomplete administrative data filling. For instance; A) Program Planning; by the vision, the mission is well-implemented, and the program purpose is adjusted with the technical implementation, village and regional condition. B) Program Organizing: The program of village promotion and information to the society has not been applied. C) Actuating; Actuate the village staff to collect the data (1) Registration. In this stage, village activities have not been continually implemented and documented. Thus it is not well-saved. (2) The notebook is used to provide information about incoming and outgoing letters. However, this is included in not quite good category since some letters are not archived based on the types of inbound and outgoing letters. 3) Staff Book is presenting the data and information about village chief and staff including their name, id, place and date of birth and their position. This study result shows that there are four columns out of five filled so that it arrives at quite good category. (4) Internal Decision Book is utilised to note the information concerned with internal policy and the decision about governmental implementation and internal development. Only five columns out of 12 are filled. (5) Population Book is providing data about the villagers and their characteristics. 19 columns of the residents are filled, yet the data about some dead people and newborn have not been corrected. (6) General Cash Book is used to present the data about routine revenue activity and development along with daily expenditure and development. (7) the village chief is not too effective to guide his staff in document saving, monograph recording and other tasks. It is proven by the lack of their discipline in doing and finishing their work. (D) There are several activities to control the village chief such as the planned activities are returned to the scheduled program. The village chief's work is quite well-implemented in which it reaches quite good category from 65 informants. It consequently reveals that the chief and staff's work performance is low.

According to the interview result from the village chief, that problem arises because the administrative and employee discipline is in low level. They are sometimes coming late and not coming to the office, and it obstructs the task accomplishment. Administrative discipline is relevant to the study result by Arja Sadjiarto in 2000 about Account capacity and Government's Performance Measurement, Accounting and Finance Journal, 2: 2. (138-150) that account capacity is one the principal elements of good governance administrative discipline. The government is requested to report the result of the implemented program to make society evaluate their economic, efficient and effective work program itself. Good administrative discipline report is based on the perspective of data system report and accountable result.

The village chief, in this case, is demanded to become the agent of change and agent of development by improving the leadership in actuating and controlling his staff.

4.2. Service Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency

Communication between village staff and the society becomes the indicator of this service capacity. It achieves good category because there is a collegial system that showed by mutual assistance in every activity (interview to the village secretary who states that the event is finished by having mutual aid or *mohelumo*).

Further, the information delivery to the village after village arrives at the good category, yet the information is unreachable by the society due to the lack of human resources that have not been trained to operate the information by using internet access. Village promotion is only getting quite good category because not all societies have information about Mootilango Village.

The result of the interview to the head of BPD reveals that the information about Mootilango Village is from the village profile softcopy, and it cannot be accessed yet on the Internet. This reaches low service category of communication, information and promotion indicators from 60 informants.

The village chief, in this case, is demanded to become the agent of innovation by working together with the government of North Gorontalo Regency for actual and factual village data. Hence, the village information is not merely in the data, but it can cover the promotion through marine destination, wealth and villagers' craft products.

4.3 Skill Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency

Education and training are the village chief efforts as the Agent of Stabilization. He tries to empower the staff in improving their intellectual capacity to build up the societies' soft skill and life skill. Education refers to the process of capacity improvement intended to village staff potential as well as the train to improve their special skill capacity. For instance, by having an education and training, one can improve his ability to operate the technology. Consequently, the information about village profile, creativity, finance and other aspects can be easily accessed on the internet. In managing the administration and finance, the activities to implement general business are: (1) Government affairs, development and community (2) Executing the governmental business from the Regent and Mayor (3) The overflow is based on the requirement, efficient request and capacity improvement (4) De facto overflow of facilities and infrastructures, finance and personnel (5) Ministerial regulation-based overflow. This is in line with the study conducted by Budiman, Arza and Feri (2013) about Technology Acceptance Model Approach in the Implementation Success of Regional Management Information System (*Pendekatan Technology Acceptance Model dalam Kesuksesan Implementasi Sistem Informasi Manajemen Daerah*). WRA Journal, 1(1), 87-110 that reveals that the Application of Regional Management Information System developed by State Development Audit Agency (BPKP) and known as SIMDA Application is one of the information system technology products utilised by local government around Indonesia. It is used to easily manage the finance and administration/data to result in Local Government Financial Report.

The skill capacity of the village chief and staff needs to be improved for the optimal community service as expected (Arif, et al., 2010). Planning, organising, leading and controlling are simultaneous and interconnected actions that can improve work results. The intensity of qualified attitude and behaviour applications is a philosophy to change the old executive management paradigm of attitude and behaviour service to executive management of qualified public service. For that reason, the village chief should be given training and understanding of administrative management through the capacity strategy. This skill capacity should be optimised to improve the village chief and staff's community service. This is in accordance with the study conducted by Bandy (2003), Setting Service Standards: a structured approach to deliver outstanding customer service for the facility manager, Journal of facilities management, Vol. 1 Number 4, page 380-397 that results to assign service standard by using the structured approach to offer a better customer service from a manager with all customer's needs.

4.4 The Strategy of the Village Chief Capacity of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency



Scheme 1: The Design Strategy of the Village Chief Capacity

5. Conclusion, Suggestion and Recommendation

5.1 Conclusions:

1. Managerial Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency arrives at quite good category.
2. Service Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency reaches low category.
3. Skill Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency is not optimally achieved since they still need to have the education and train.

5.2 Suggestions

1. Managerial Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency can be optimally implemented by the Agent of Change and Agent of Development. It is accomplished by improving the leadership to actuate and control the staff.
2. Service Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency can be highly implemented by the Agent of Innovation by working together with the government of North Gorontalo Regency for actual and factual village data. Hence, the village information is not merely in the data, but it can cover the promotion through marine destination, wealth and villagers' craft products.
3. Skill Capacity of the Village Chief of Administrative Management in Mootilango Village, Anggrek Subdistrict, North Gorontalo Regency has not been optimal.

5.3 Recommendations

1. Enabling the village chief's task accomplishment; (1) Manage the Institutional and Governmental Event; Community Empowerment, Community Service, Community Involvement, Facilities and Infrastructures Maintenance, Institution and Community Guidance (2) Manage the Regulation; Human Resources Value (3) Manage Society's Soft Skill and Life Skill.
2. Villagechief's task accomplishment should concern with the management function: Planning, Organizing, Actuating and Controlling through the Agent of Stabilization.

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