

Performance Analysis of Village Apparatus in Village Government at Sugiharjo Village, District Batang Kuis, Deli Serdang Regency

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Abstract

This research is focuses on the performance of village apparatus in administering village government at Sugiharjo Village, District Batang Kuis, Deli Serdang Regency. By analysing the performance of village apparatus in accordance with the performance analysis indicators of Mangkunegara (2019) and the inhibiting factors for village apparatus performance, so that village apparatus can work optimally in carrying out their duties and support the implementation of village government and carrying out government affairs, also in community interests in accordance with the mandate of Law Number 6 of 2014 concerning Villages. This study uses a descriptive method with a qualitative approach, conducting direct interviews with Sugiharjo Village officials and the people in that village. Based on research and analysis of performance indicators: quality of work, quantity of work, discipline, initiative, and responsibility, the performance of the Sugiharjo 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 Sugiharjo Village Apparatuses. It is necessary to make efforts to develop human resources for Sugiharjo Village Apparatuses to improve technical, theoretical and work discipline capabilities to improve apparatus performance Sugiharjo village.

Keywords: Village Apparatus; Village Government; Work Performance.

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INTRODUCTION

The Republic of Indonesia as a unitary state adheres to the principle of decentralization in the administration of regional administration by providing opportunities and flexibility for the regions to carry out regional autonomy. Because of this, the implementation of Article 18 of the 1945 Constitution states, among other things, that the division of regions into large and small regions with the form of government structure shall be stipulated by law.

Based on Law Number 6 of 2014 concerning Villages, a village is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, local community interests based on community initiatives, origin rights, and/or traditional rights that are recognized and respected. in the system of government of the Unitary State of the Republic of Indonesia. And village government is the implementation of government affairs and the interests of the local community in the system of government of the Unitary State of the Republic of Indonesia. The village is led by a village head and is assisted by village officials, the village head has the authority and responsibility in developing the village he leads so that it can become more advanced and the community more prosperous.

According to Wasistiono and Tahir (2006) in administering village governance, the village government is the organizer of village governance together with the Village Consultative Body (BPD). 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 Sugiharjo and assisted by village apparatus. In carrying out his duties, the Head of Sugiharjo 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.

Sugiharjo Village is one of the villages in the Batang Kuis District, Deli Serdang Regency. The total population in this village is 5,752 people with an area of approximately 150 hectares in Sugiharjo Village. Previously this village was known for its abundant fishery potential so that many people from Sugiharjo Village and people from outside Sugiharjo Village came to fish, catch and catch fish, shrimp and crabs, both for just channeling hobbies and for earning a living to fulfill the needs of their family life. Apart from fishery potential, Sugiharjo Village also has agricultural and animal husbandry potential which is very promising to be managed in such a way that it can produce food ingredients in the form of rice and meat.

Village apparatus performance activities in Sugiharjo Village are carried out by village apparatus with a total of 11 (eleven) people, consisting of:

Table 1. Sugiharjo village apparatus

No.	Village Apparatus	Total
1.	Village head	1
2.	village secretary	1
3.	Head of Planning	2
4.	Section Chief	2
5.	Head of Subvillage	5
Total		11

Source: Sugiharjo Village Office 2022

Hasibuan (2003) states that performance (work achievement) is the work achieved by a person in carrying out the tasks assigned to him based on skills, experience and sincerity as well as time. According to Tika (2014) performance is the results of work functions/activities of a person or group within an organization that are influenced by various factors to achieve organizational goals within a certain period of time.

Employee performance is the result of work or work productivity, both in quality and quantity, achieved by an employee or work group in carrying out tasks in accordance with the responsibilities given to him by the organization (Mangkunegara, 2019). Performance emphasizes the work process through good work planning on tasks or work and is carried out with full responsibility so as to achieve maximum work results.

Based on the results of initial observations when researchers conducted field observations, the performance of the Sugiharjo Village apparatus was considered not optimal in carrying out their duties. The reality in the field is that the quality of the human resources of the village apparatus is still inadequate. The education level of Sugiharjo village officials is generally equivalent to high school, so there are difficulties in understanding due to the lack of competence and knowledge of village apparatus for the tasks given.

Increasing organizational performance depends on its human resources. Human resources include the mental and physical abilities of each individual (Hasibuan, 2003), so that human resources with good mental and physical abilities, in this case the government apparatus, are the potential to become the basic capital of national development, but so far it is felt that the potential of these human resources cannot be utilized optimally, bearing in mind that most of the workforce has insufficient skills and education levels.

The next problem is based on the results of observations, namely that there are still village apparatus who commit violations of work discipline, especially during working hours which indicate that it is not yet optimal to carry out obligations with indicators of complying with the provisions of working hours. work during working hours, not returning to the village office on time when break time is over and often coming to the office late. Regarding the predetermined working hours, namely entering at 08.00 WIB, it turns out that most of the village apparatus arrived at the village office at around 09.00 WIB and some arrived at the village office after 09.00 WIB.

From the results of interviews with Mr. Wibowo as a community member of Sugiharjo Village, he complained a little about the slow process of work being carried out by the Sugiharjo Village apparatus due to the lack of human resources for the Sugiharjo Village apparatus which hindered the work carried out by the Sugiharjo Village apparatus employees and caused confusion and difficulties in carrying out the Village Head's orders.

Another problem explained by Mr. Rahmat as the community of Sugiharjo Village, namely apart from the lack of village apparatus, there is also a lack of training and human resource development for village apparatus. This can be seen from the lack of proficiency in the Sugiharjo Village apparatus in operating computers such as in the Microsoft Office program which resulted in the work of village apparatus in carrying out tasks being delayed and slow.

Several previous studies have been conducted, such as the research of Setiawati and Farhani (2019), that the performance of the Matarah Village Government, East Hamlet sub-district, East Barito Regency in the Development of Farming Road Infrastructure has been going well, based on indicators of productivity, responsiveness, responsibility, accountability. Factors hindering Village Government Performance in Farming Road Infrastructure Development are: Internal Factors; Lack of Village Government HR capabilities, rising material prices. External Factors; Lack of community participation, there are people who do not support the construction of farming road infrastructure. Rudiadi, Ilosa, & Al Sukri (2021), that the performance of the Sekeladi Village government in discussing and compiling village government work plans so far has not been carried out properly, this is influenced by several factors, namely the lack of collaboration between village government agencies, there are still work programs which are not



on target, the lack of responsiveness of the village government in absorbing the aspirations and desires of the village community.

Setyawati and Muhammad (2022), that one of the inhibiting factors for employee performance at the Cinunuk Village office is that not all employees understand computer application systems. In addition, the lack of employee discipline in carrying out their duties. The efforts that have been made in overcoming these obstacles are increasing communication and cooperation and imposing sanctions on employees who are not disciplined in their duties. Wicaksono and Ilyas (2022), that the technical capabilities of the Karanggeger Village administrative apparatus cannot be classified as good. This is because the majority of village officials in Karanggeger Village only have a high school education, and the village head himself is no exception. Village officials, in their ability to be selective, all receive the same treatment and tend to prioritize the needs of the community, everything is done properly regardless of social status. In carrying out administrative tasks, the capability of the Karanggeger Village apparatus is quite low.

With the background and previous research, the aim of this study was to find out and analyze the performance of the village apparatus and its inhibiting factors in the administration of village governance in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency.

RESEARCH METHOD

This research uses a descriptive method with a qualitative approach. Arikunto (2013) states that descriptive research is research that is intended to investigate the circumstances, conditions or other things that have been mentioned, the results of which are presented in the form of a research report. Creswell in Sugiyono (2017), states that qualitative research is a research process to understand the meaning of individual and group behavior and describe social problems or humanitarian problems. The research process includes making research questions and procedures that are still provisional, collecting data on participant settings, analyzing data inductively, building partial data into themes and then providing interpretation of the meaning of a data. The final activity is to create a report into a flexible structure. The researcher becomes the main instrument in a qualitative research. Then the research results are explained in the form of words obtained through valid data. Because qualitative research places more emphasis on meaning than generalizations and data, it cannot be solved by statistical calculations.

In accordance with the statement of Moleong (2017) that qualitative research is research that intends to understand phenomena about what is experienced by research subjects such as behavior, perceptions, motivations, actions and others holistically and by means of descriptions in the form of words and language, in a special natural context by utilizing various natural methods, this research was conducted to find out, analyze and provide presentation in the form of a clear description of social phenomena or symptoms related to the analysis of the performance of village apparatus in the administration of village government in Sugiharjo Village, Batang Kuis District, Deli Regency Serdang.

Data collection techniques in scientific research are systematic procedures to obtain the necessary data (Satori & Komariah, 2011). Data collection is the most strategic step in research, because the main purpose of research is to obtain data (Sugiyono, 2017). Without knowing data collection techniques, researchers will not get data that meets the established data standards. The quality of data collection is related to the accuracy of the methods used to collect data so that it affects the quality of the results of a study. To obtain data and information as material for this research, the researchers collected data through document studies, observations and interviews.

Document study is a method of finding data regarding matters in the form of notes, books, transcripts, newspapers, inscriptions, magazines, meeting minutes, agendas and photos of activities (Arikunto, 2013). This study conducted a document study on data related to the analysis of the performance of village apparatus in the administration of village governance in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency..



Observation, is a systematic observation and recording of the elements that appear in a symptom on the research object (Widoyoko, 2014). Observations in this study were carried out on the analysis of the performance of village apparatus in administering village governance in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency.

Interviews were conducted with informants in connection with the analysis of the performance of village apparatus in administering village administration in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency. Research informants consist of: Key Informants (Key Informants) are those who know and have a variety of basic information needed in research, Main Informants are those who are directly involved in the social interaction being studied, and Additional Informants are those who can provide information although not directly involved in the social interactions studied (Suyanto, 2015). In this study, research informants were employees related to the performance analysis of village apparatus in administering village governance in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency, namely Key Informants: Hariadi Putra (Head of Sugiharjo Village); Main informants: Irawan, S.Pdi (Secretary of Sugiharjo Village), and Yunita (Head of Government Office of Sugiharjo Village); and Additional Informants: Wibowo, and Rahmat (village community).

Data analysis in Miles and Huberman's qualitative research as quoted by Sugiyono (2017) suggests that activities in qualitative data analysis are carried out interactively and continue continuously until complete until the right data is obtained. Activities in data analysis, namely data collection, 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). In the early stages the researcher carried out a general exploration of the social situation/object under study, everything that was seen and heard was recorded in order to obtain very large and very varied data related to the analysis of the performance of village apparatus in administering village government in Sugiharjo Village, Batang Kuis District, Deli Regency. Serdang.

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 Sugiharjo Village, Batang Kuis District, Deli Serdang Regency 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 Sugiharjo Village, Batang Kuis District, Deli Serdang Regency. 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 Sugiharjo Village, Batang Kuis District, Deli Serdang Regency.

RESULTS AND DISCUSSION

Analysis of the Performance of Village Apparatuses in the Implementation of Village Government in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency.

Indicators of employee performance analysis according to Mangkunegara (2019), namely:

- a. Quality of work is the quality of work results based on established standards, usually measured through accuracy, thoroughness, skills and work success.
- b. The quantity of work is the amount of work in accordance with the existing working time.



- c. Discipline at work is that employees must be disciplined in themselves, their duties and comply with applicable regulations.
- d. Initiative is the ability to recognize problems and take corrective action, provide suggestions for improvement and accept responsibility for completing tasks that have not been assigned.
- e. Responsibility is the willingness of employees to be accountable for their policies, their work, the facilities and infrastructure they use and their work behavior.

Work Quality

Researchers conducted interviews with the key informant Mr. Hariadi Putra as the Head of Sugiharjo Village, that the work quality of the Sugiharjo 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 Sugiharjo Village Apparatus at the lowest possible expense rate.

Mr. Irawan, S.Pdi as Secretary of Sugiharjo Village, also said that the performance of the village apparatus has a very important role in village governance. Sugiharjo 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 Sugiharjo 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.

Ms. Yunita as Head of Sugiharjo Village Administration and 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 Sugiharjo 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 Mr. Wibowo as a community around Sugiharjo Village. He said that the quality of the performance of the Sugiharjo 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. Mr. Rahmat as a community around Sugiharjo Village, also said that Sugiharjo 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 Sugiharjo 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 Sugiharjo Village apparatus in carrying out and completing the tasks assigned can be carried out optimally.

Working 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 Mr. Hariadi Putra as the Head of Sugiharjo 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.

Mr. Irawan, S.Pdi as the Secretary of Sugiharjo Village, also said that the performance targets of the Sugiharjo 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.

Ms. Yunita as the Head of the Sugiharjo Village Government Head 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 Mr. Wibowo as a community around Sugiharjo Village, also said that Sugiharjo Village officials had shown good performance, they were able to complete work on time such as in terms of service to the community. Mr. Rahmat as a community around Sugiharjo Village, said that the Sugiharjo 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 Sugiharjo Village apparatus seen from the timeliness side of completing the work the Sugiharjo Village apparatus had been able to complete the work in accordance with the existing working time or on time.

Discipline at Work

Key informant Mr. Hariadi Putra as the Head of Sugiharjo Village, regarding how to implement work discipline, be it from attendance, morning calls and wearing official uniforms, said that as a village apparatus, in addition to having certain rights attached to the position in carrying out the task as well bound by disciplinary provisions which contain various rules. However, there are still found village officials who commit violations of work discipline. For this reason, in disciplining employees, they must be able to provide guidance and evaluation to village apparatus once a month, hold coordination meetings, monitor the performance of village apparatus, hold morning and evening apples which are attended by all village apparatus and wear official clothes so that in the future the apparatus Sugiharjo Village is able to carry out discipline well.

Mr. Irawan, S.Pdi as the Secretary of Sugiharjo Village, he said that there were still found village apparatus who lacked discipline. Usually training will be carried out for the village apparatus. Like giving the first, second and third warning letters. Then give consistent and impersonal sanctions in accordance with applicable organizational regulations. All of this is part of efforts to foster village apparatus so that they can carry out their duties properly as servants of the community.

Ms. Yunita as the Head of the Sugiharjo Village Government Head said that efforts to discipline village apparatus are required to be able to provide services to the community, including providing guidance to village apparatus who do not comply with the rules. As for the morning assembly that was carried out as well as official uniforms, they followed the rules.

Mr. Wibowo and Mr. Rahmat as the community around Sugiharjo Village, said that the Head of Sugiharjo Village must set a good example, be disciplined, honest and fair. What really needs attention is the discipline of the village apparatus, because it is the spearhead of the state in meeting the needs of the community. There are still several Sugiharjo Village apparatus who have not been able to carry out discipline, especially during working hours such as entering and leaving the village office not according to regulations.

Based on the results of interviews in the field, the researchers concluded that related to discipline in the work of the Sugiharjo Village apparatus starting from the level of attendance, morning call and wearing of official uniforms, village officials still found violations of work discipline. Not yet optimal in carrying out obligations by complying with the provisions of working hours, this can be seen from the fact that there are still village apparatus who leave work during working hours, do not return to the village office on time when the break is over and there are village apparatus who are often late for entering the village office

Initiative

Initiative is something that must be owned by every village apparatus, so that village officials are able to take certain actions related to work and overcome problems related to services and their respective duties simply by seeing and understanding the situation without having to wait for orders from superiors. Regarding this, Mr. Hariadi Putra as the Head of Sugiharjo Village said that the Sugiharjo Village apparatus had been able to do the right thing without having to wait for orders and was able to find what should be done about something around it and tried to keep moving on doing a number of things even though in some difficult conditions.

Mr. Irawan, S.Pdi as the Secretary of Sugiharjo Village, said that the initiative from the Sugiharjo Village apparatus was fairly good. This can be seen from the village apparatus who have been able to carry out their duties without having to be ordered by the village head and also always hold deliberative activities to find solutions to a problem and to improve performance.

Ms. Yunita as the Head of the Sugiharjo Village Administration said, it is important in the world of work that employees can think for themselves and make good decisions without waiting to be ordered first by their superiors. In carrying out a job, the Sugiharjo Village apparatus already has good initiative. Doing work without having to wait for direct orders from the village head and being able to solve problems by giving good suggestions in deliberations. Additional informants Mr. Wibowo and Mr. Rahmat as the community around Sugiharjo Village, said that the initiative of the Sugiharjo Village Apparatus in serving the community was good, each employee already had the initiative in solving problems in service and related to their duties.

Based on the results of the interview above, the researcher concluded that regarding initiatives in work Sugiharjo village officials have the ability to complete tasks without being ordered by the village head and are able to do work that is delayed due to one of the absences of employees so that work can still be completed properly.

Responsibility

The key informant, Mr. Hariadi Putra as the Head of Sugiharjo Village, said that responsibility is one of the guidelines that every employee must have, especially the Sugiharjo Village Apparatus. The responsibilities of the Sugiharjo Village Apparatus can be seen through their responsibilities towards the main tasks of each employee. To support the completion of work assignments so that they are in accordance with the predetermined time, our village apparatus has good quality work and is produced by village apparatus, namely in the form of the existence of several jobs that are produced that run optimally and high productivity of innovation organizations so that performance achievements are achieved.

Mr. Irawan, S.Pdi as the Secretary of Sugiharjo Village, said that the Sugiharjo Village apparatus in carrying out work was as expected, where employees used all their working time with other things outside of work, namely when there were several tasks that had not been carried out by several apparatus village but all went well.

The main informant, Ms. Yunita, as the Head of the Sugiharjo Village Government Section, said that through work we receive a mandate, we are trusted, competent and obliged to carry it out until it is finished. If proven capable, we will be trusted and responsibility will be strengthened. On the other hand, this will guarantee the successful implementation of the

mandate which will create work performance and expectations. So, no work is incomplete. Whatever our job.

Additional information Mr. Wibowo and Mr. Rahmat as the community around Sugiharjo Village. He said the same thing, that the responsibilities of the Sugiharjo Village apparatus in serving the community at the Sugiharjo Village Office were good because they had carried out their duties to the end. The responsibilities of the Sugiharjo Village apparatus at the Sugiharjo Village Office are fairly good based on the work that has been done and based on their respective duties in serving the community, so that it can be said that the responsibilities of the Sugiharjo Village apparatus at the Sugiharjo Village Office are so good, this can be seen from the tasks that has been carried out by each sub-section.

Based on the results of the interview above, the researcher concluded that regarding responsibilities in work, the Sugiharjo Village apparatus had carried out the work that had been determined correctly until the work was completed and was able to complete the work on time, the village apparatus already had a plus in carrying out responsibilities and in carrying out every work and fulfill obligations in accordance with what is expected by the Head of Sugiharjo Village.

Factors Inhibiting the Performance of Village Apparatuses in the Implementation of Village Government in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency

Less Employee of Village Apparatus. The lack of village apparatus employees hampered the work carried out by village apparatus employees, causing them to be overwhelmed and difficult to carry out orders from their superiors. The development of human resources can actually be seen from two aspects, namely the quantity aspect and the quality aspect. The quantity aspect concerns the number of human resources. The number of Sugiharjo Village apparatus employees with good work skills is still limited.

Less Training and Development of Human Resources for Village Apparatuses. The quantity of human resources without being accompanied by good quality will become a burden on the organization. Aspects of quality related to physical abilities (physical quality) and non-physical (non-physical quality) which involve the ability to work, think and other skills (Notoatmodjo, 2003). Therefore, in the interests of accelerating the main tasks and functions of any organization, improving the quality of human resources is one of the main requirements. Efforts to improve the quality of human resources can be directed at the physical and non-physical abilities of the Sugiharjo Village Apparatus HR. To improve physical quality, efforts can be made through programs to increase welfare. Meanwhile, to improve non-physical quality, it is carried out through efforts to increase education levels and training according to job needs in the Sugiharjo Village Administration. These efforts are carried out as an effort to develop human resources, in accordance with Hasibuan's statement (2003) that development is an attempt to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job/position through education and training.

The lack of training and human resource development for village apparatus can be seen from the ability of Sugiharjo village officials to carry out their work, many of whom are not proficient in operating computers such as Microsoft Office. Every organization needs to improve its human resources so that the resulting performance increases, because an advanced organization is an organization that displays good performance.

If village officials have attitudes and characteristics that support the achievement of organizational goals, then automatically all tasks assigned to them will be carried out as well as possible. The nature of the village apparatus which tends to be less supportive of work, such as the lack of willingness to develop themselves and work together with others, certainly affects the performance of the village apparatus.

CONCLUSION



From the results of the research that has been stated, the performance of village apparatus in administering village governance in Sugiharjo Village, Batang Kuis District, Deli Serdang Regency 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; The quantity of work is the amount of work in accordance with the existing work time; Discipline at work is that employees must be disciplined in themselves, their duties and comply with applicable regulations; Initiative is the ability to recognize problems and take corrective action, provide suggestions for improvement and accept responsibility for completing tasks that have not been assigned; Responsibility is the willingness of employees to be accountable for their policies, their work, the facilities and infrastructure they use and their work behavior. So it can be concluded that the performance of the Sugiharjo 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 Sugiharjo Village Apparatus in carrying out and completing the tasks given can be of higher quality. Discipline in the work of the Sugiharjo village apparatus is also not optimal, it can be seen from the fact that there are still employees who do not comply with the provisions of working hours such as there are still village apparatus who leave work during working hours, do not return to the village office on time when the break is over and there are other apparatus village that is often late to work.

Factors hindering the performance of the Sugiharjo Village Apparatus, namely: Lack of human resources for the Sugiharjo Village apparatus, which hindered the work being carried out and caused confusion and difficulties when the work exceeded the capacity of the current number of village apparatus human resources in Sugiharjo Village; The lack of training and human resource development for the Sugiharjo Village apparatus which can be seen from the ability of the Sugiharjo Village apparatus in carrying out work, there are still many who are not proficient in operating computers such as Microsoft Office.

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