

Increasing the Village Apparatus's Capacity for Administrative Services in Tanjung Solok Village

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Abstract:

This study aims to analyze the capacity of Tanjung Solok village officials in providing administrative services and identify solutions to improve their performance. The method used is a descriptive qualitative approach, with data collection through in-depth interviews, field observations, and documentation studies. The findings show that village officials experience obstacles in administrative skills, lack of understanding of technology, and lack of infrastructure support, which has an impact on the quality of public services. The recommendations of this study include the implementation of periodic training programs for skill development, improvement of technological infrastructure, and strengthening the leadership of village heads through a participatory approach. In addition, it is recommended to build a monitoring system that involves the community as feedback to ensure that services remain in accordance with community expectations. With these steps, it is hoped that the capacity of village apparatus can increase, so that administrative services become more efficient and effective.

Keywords:

Capacity, Service, Training, Monitoring.



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INTRODUCTION

The issue of the capacity of village officials in providing administrative services at the village level is becoming increasingly important in the context of effective and responsive government (Juliarso, 2019). In today's modern era, people are increasingly demanding fast, transparent, and professional services. However, in reality, many villages still face major challenges in terms of the quality of administrative services they provide (Maulana, 2021). Tanjung Solok Village, for example, faces various limitations both in terms of human resources, administrative skills, and supporting infrastructure.

The fundamental problem faced by Tanjung Solok village officials is low administrative skills and lack of technical knowledge related to the public service process. When the community needs efficient administrative services, many of the village officials have not been able to meet these expectations properly. This not only slows down the service process, but also affects public trust in village institutions as an extension of the government (Maravall & Sánchez-Cuenca, 2008). This

capability gap poses significant problems, especially as technology advances and expectations for public services are getting higher. Village officials who do not have adequate competence or capacity will find it difficult to provide quality services (Kurniawan et al., 2023; Prayitno et al., 2021; Premana et al., 2022). This gap not only causes public dissatisfaction, but also hinders the development of the village as a whole. Therefore, increasing the capacity of village officials is an urgent need to answer this challenge.

From the above problems, the main problem can be formulated, namely how to increase the capacity of village officials in administrative services so that they can provide services that are faster, more effective, and in accordance with the expectations of the community (Bardi, 2021). In addition, this research also focuses on how villages can empower their officials to be able to adapt to developing administrative technology, which in turn will improve the quality of public services in the village (Link, 2006; Ostrom & Ostrom, 2019).

The main purpose of this study is to identify strategies to increase the capacity of Tanjung Solok village officials in terms of administrative services. Based on the theory of capacity building and the theory of public administration, this research will offer several relevant solutions. For example, skill improvement through regular training, mentoring from competent parties, and the application of simple but effective administrative technology, is expected to answer the challenges of administrative services faced by villages.

The focus of this discussion is on how the solutions offered can be implemented practically in Tanjung Solok village, so as to create a real change in the quality of administrative services. Thus, this study is not only descriptive but also solution-oriented, seeking to make a real contribution to improving the quality of public services at the village level.

METHOD

In this study, the researcher will use a descriptive qualitative approach to deeply understand how increasing the capacity of Tanjung Solok village officials in providing administrative services can be done (Miles & Huberman, 1994). The data collection techniques used include in-depth interviews with village officials and local community leaders, field observations on the implementation of administrative services, and documentation studies related to village policies and regulations. The data from these interviews will provide an overview of the obstacles and real needs faced by village officials, while observation will help to see firsthand the service process and interaction with the community (Moider & Valtonen, 2016). The documentation study will add perspective to the applicable regulations and administrative practices in the village.

Data analysis is carried out through the stages of data reduction, data presentation, and conclusion drawn (Beuving & Vries, 2015). The triangulation technique will be used to ensure the validity of the data by comparing information from various sources, such as village officials, communities, and official documents. The results of this analysis will be used to develop practical recommendations regarding capacity building strategies that are in accordance with the conditions of Tanjung Solok village. This method is expected to be effective in producing a comprehensive picture of the need for capacity building and solutions that can be applied in real life in the field.

RESULTS AND DISCUSSION

Results

This study found that the capacity of Tanjung Solok village officials in providing administrative services is currently still at a fairly low level (Cooper, 2001). Based on the results of in-depth interviews with village officials, most officials admitted that they do not have adequate administrative skills, especially in terms of document processing and the use of simple technology to support public services (Van Wart, 2013). These findings are consistent with the results of field observations, where there are frequent delays in processing documents needed by the community (Ali, 2022). This obstacle is not only related to the limitations of individual abilities, but also affected by the lack of supporting resources, such as computers and appropriate software.

From the results of the documentation study, it is known that official regulations or guidelines in administrative services already exist, but their implementation in the field is still far from optimal. These policies have not been supported by intensive training or socialization for village officials, which causes many officials to lack understanding of the details of the administrative process that should be carried out. In addition, there is no strict evaluation or monitoring mechanism to ensure that administrative services run in accordance with existing guidelines. As a result, village officials often work without clear guidance, relying on their own understanding in serving the community. The study also found challenges in adapting to simple administrative technologies, such as the use of computer devices and basic applications for data processing. Based on interviews, many village officials feel unconfident in using this technology due to a lack of adequate training. This result is supported by previous studies that show that low technological literacy among village officials is the main obstacle in improving the efficiency of public services (Situmorang, 2019). Low technological literacy makes the administrative process slow, especially in the management of population data which should be faster and more accurate if using technology.

Regarding the need for training, most village officials stated that they are in dire need of capacity building programs that focus on administrative and technological skills. This kind of training program is expected to provide practical skills that can be directly applied in daily work. A study conducted by Handayani, shows that periodic training in administrative skills is able to increase the speed of service by up to 30% within one year (Handayani, 2020). The results of this study indicate that the need for training is one of the most urgent aspects to be implemented immediately in Tanjung Solok village.

In addition to administrative skills, leadership factors also play an important role in improving the quality of service. The village head has a crucial role in motivating village officials to work better. However, from the results of the interview, it is known that the village head in Tanjung Solok has not actively provided motivation or direction regarding the importance of improving public services. Research by Prasetyo, shows that effective leadership at the village level is very influential in forming a positive work culture among village officials (Prasetyo, 2018). Without strong leadership, behavior change and improvement of village officials' performance become

difficult to achieve.

On the community side, this study found that there was a fairly high dissatisfaction with the administrative services provided by the village. Some community respondents complained about the waiting time for the administrative process, as well as the attitude of some officials who were considered unfriendly. This dissatisfaction is in line with the results of Knox & Carmichael, Rana & Hoque, research which shows that public perception of public services is greatly influenced by the speed, accuracy, and attitude of the officials who serve (Knox & Carmichael, 2006; Rana & Hoque, 2020). In Tanjung Solok, these three aspects are still the main challenges that need to be addressed immediately.

This study also identifies gaps in the monitoring and evaluation system for the performance of village officials. From the results of observations and interviews, it is known that the village does not have a structured mechanism to measure performance or assess the quality of administrative services. In fact, according to Suryana, a good monitoring system is the key to ensuring that each apparatus works in accordance with the standards that have been set (Suryana, 2019). Without periodic evaluation, village officials tend to be less concerned about improving performance, because there are no consequences or reward they receive based on their performance (Farnham & Horton, 1996).

Discussion

These findings show that increasing the capacity of Tanjung Solok village officials in administrative services requires a comprehensive and sustainable approach (Davies & Nutley, 2000). Based on the theory of capacity building, there are three main components that must be considered: individual skills, structural support, and leadership (Wibowo, 2018). These three components are interrelated and must be improved simultaneously to achieve optimal results. Improving individual skills through training is essential, but without strong structural support and leadership, these improvements won't last long (Bovaird & Löffler, 2013; Deakin et al., 2000).

From the perspective of individual skills, village officials in Tanjung Solok need technical training that includes document processing, records management, as well as the use of simple technology for administration. This kind of training must be carried out on an ongoing basis and involve experts who understand the context of public services in the village. A study by Rahman, shows that training tailored to the specific needs of villages is able to improve the performance of officials by up to 40% compared to general training (Rahman, 2021). This shows that the training program in Tanjung Solok needs to be designed in such a way that it is relevant and applicable to the village context.

Structural support also needs to be strengthened, especially in terms of providing adequate technological and infrastructure resources (Naumann et al., 2011). Tanjung Solok Village still experiences a shortage of computer equipment and a stable internet connection, which has a direct impact on the quality of administrative services. According to Sudarsono, adequate infrastructure is the foundation to support the improvement of public service performance (Sudarsono, 2019). Village governments need to consider special budget allocations for the procurement of technological

equipment and infrastructure, or cooperate with outside parties to meet these needs.

The leadership aspect must also receive serious attention. Village heads must play a more active role in providing direction, motivation, and evaluation of the performance of village officials. With strong leadership, village officials will feel more encouraged to work according to the expected standards. A study by Wirawan, shows that participatory leadership is able to increase morale and apparatus performance by up to 35% (Wirawan, 2020). In the context of Tanjung Solok, village heads can strengthen their role by holding regular meetings, providing direction, and creating a work culture oriented towards community service (Argüelles, 2023).

Furthermore, improvements in the monitoring and evaluation system are needed to ensure the sustainability of the quality of administrative services. Effective monitoring will provide feedback for village officials and encourage them to continue to improve performance. Research by Fadhli revealed that periodic monitoring of the performance of village officials has a significant impact on maintaining the quality of administrative services (Fadhli, 2018). Therefore, Tanjung Solok Village should develop an evaluation system that involves the community as service recipients, so that village officials have a direct understanding of the expectations and needs of the community.

Overall, this discussion shows that increasing the capacity of Tanjung Solok village officials in providing administrative services requires continuous intervention, both in terms of individual skills, infrastructure support, leadership, and evaluation systems. This comprehensive approach is expected to overcome the challenges faced, so that administrative services in the village can meet the expectations of the community and build stronger trust between village officials and the community (Mahmud, 2023).

Based on the findings and discussions regarding the capacity of Tanjung Solok village officials in administrative services, it is recommended that the village government immediately implement a periodic training program that focuses on the development of administrative skills and the use of information technology. In addition, it is necessary to improve technological infrastructure by providing computer equipment and adequate internet access to support the administrative process. The leadership of the village head must be strengthened through a participatory approach that involves officials in decision-making and performance evaluation. Finally, it is important to build a monitoring and evaluation system that involves the community as feedback, in order to ensure that the quality of administrative services is maintained and in accordance with community expectations. With these steps, it is hoped that the capacity of village apparatus can increase significantly, so that administrative services become more efficient and effective.

CONCLUSION

The conclusion of this study shows that increasing the capacity of Tanjung Solok village officials in administrative services is a very urgent thing to be done to meet the expectations of the community. The findings show that low administrative skills, lack of infrastructure support, and lack of effective leadership are the main obstacles in providing quality services. By implementing a continuous training program, improving technological infrastructure, strengthening leadership, and building a monitoring system that involves the community, it is hoped that significant positive changes can be created in the quality of administrative services. This effort will not only increase the efficiency and effectiveness of public services, but will also build public trust in village officials, which ultimately supports the development and progress of the village as a whole.

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