



## WORK CAPABILITIES OF VILLAGE GOVERNMENT OFFICIALS IN PUBLIC SERVICES IN PADAELO VILLAGE, KAJUARA DISTRICT, BONE REGENCY

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### ABSTRACT

The purpose of this study was to find out how the Work Capabilities of Village Government Officials in Public Services in Padaelo Village, Kajuara District, Bone Regency. The research method used is descriptive research method with a qualitative approach, while data collection techniques are observation, interviews and documentation. Data analysis techniques used include data collection, data reduction, data presentation and drawing conclusions. The results of this research refer to the theory of Hersey and Blanchard (2006). there are three indicators to measure the Work Capability of Village Government Officials in Public Services in Padaelo Village, Kajuara District, Bone Regency. Namely Technical Ability (Technical Skill), Human Relations (Human Skill), Ability to make Concepts (Conceptual Skill). The results of this study indicate that the work abilities possessed by Village government officials in general can be said to be good, but there are still some indicators that are not implemented properly. The authorities are still lacking in understanding society and human resources (HR) really need to be developed. Based on the results of this study, the authors suggest that village government officials should increase awareness and sensitivity in understanding the types of services needed by the community. Village government officials continue to hone their skills in formulating innovative ideas in services, in order to create good service delivery and provide satisfaction to the community.

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### INTRODUCTION

Service is the main task of village government officials as explained in the 1945 Law in paragraph 4, namely that the bureaucracy's ability to provide services to the community is required to meet community needs in accordance with the responsibilities of village government officials (Malodia et al., 2021; Utama et al., 2020; Van Loon et al., 2020). The role of government officials is very important because this will determine the extent to which the village government is able to provide the best possible services to the community, thereby determining the extent to which the government has carried out its duties well (Ashaye & Irani, 2019; Cheng et al., 2020).

In the context of implementing Bone Regency Regent Regulation Number 21 of 2015 concerning Public Services, public services are regulated with clear objectives. This includes providing legal certainty in the relationship between the community and public service providers, as well as directing the realization of clear boundaries and relationships regarding the rights, responsibilities, obligations and authority of all parties related to the implementation of public services. The main objectives of the law include the realization of a public service delivery system that is in accordance with the general principles of good governance, fulfillment of public service delivery in accordance with applicable laws and

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regulations, and legal protection and certainty for the community in the context of providing public services (Hardiyansyah, 2018).

The types of public services provided by the village government in Padaelo Village can be grouped into three categories, namely administrative services, goods services and services. Administrative services include providing public service documents needed by the community, such as introducing identity cards, introducing family cards, business certificates and certificates of incapacity. Meanwhile, goods services cover the provision of various public needs such as telephone networks, clean water, and electricity. Services cover various types of services such as education, health, and transportation facilities.

The work capabilities of village government officials mainly focus on public services in the administrative sector, where they play a role in providing documents and administrative arrangements needed by the community. In addition, village government officials also have the responsibility to carry out the service of goods and services that are the needs of the community. Thus, public services in Padaelo Village are based on the principles stated in these regulations, with the main aim of providing good services, providing legal certainty for the community, and fulfilling the rights and obligations that apply in the provision of public services.

As one of the frontline institutions in serving the community, the Village Government is expected to have officers who have good work skills in service. The community as a service object must be satisfied with the services obtained from the village government. Good or bad the services provided depend on the quantity and quality (Pratiwi, 2019). However, to provide the best service is not easy, there are many things that need to be considered and implemented well, in providing services it is very necessary to have support that encourages this achievement, one of which is the work capacity of the organization which plays the role of organizer of the service (Ye & Yang, 2020; Zheng et al., 2020).

Combining with the current conditions, based on the results of initial observations in

Padaelo Village, Kajuara District, Bone Regency, it shows that the Village government officials are able to carry out their duties. However, the results are still small, in other words, there are still weaknesses, one of which is related to the lack of ability that they have so that later it will have an impact on being less effective and efficient service received by the community. the sensitivity to the services needed is also felt by the community is still lacking (Mursak, 2019). Including service hours, there are still some Village officials who make people wait to be served because they do not arrive on time and go home not at the specified time, which is stated in Bone Regent Regulation Number 16 of 2021 concerning Service Standard Guidelines within the Bone Regency Government. That service still refers to the service period that has been determined.

A person who has good abilities is able to complete his work according to what has been determined. Likewise, someone who has poor abilities is also less able to complete their work well (Masuku & Jili, 2019; Peters, 2020). This of course greatly influences public dissatisfaction with service quality. So the aim of this research is to determine the working capacity of village government officials in public services in Padaelo Village, Kajuara District, Bone Regency.

## METHOD

The type of research in this research is descriptive-qualitative research. The location that became the object of this research was Padaelo Village, Kajuara District, Bone Regency, with data collection techniques namely Observation and Interview. Data analysis techniques namely data collection, data reduction, data presentation and conclusion drawing. The questions and informants are presented in Table 1.

## RESULT AND DISCUSSION

From the results of research data analysis using indicators to measure work ability, namely technical ability, human relations and the ability to create conceptions. Regarding the technical capabilities of Padaelo village officials, the results of the research show that village government officials have not been able to apply the knowledge they

have in fulfilling the service needs of the community as evidenced by the fact that there are still many who are not able to operate computers well, therefore the village government is following up with carry out formal training but not equally for all Village officials.

The following are the results of the interview regarding the main role of village government officials in public services to the

Padaelo Village community. IK as the paelo village head answered:

*The main role of village government officials in public services in Padaelo Village is as organizers and facilitators of various programs and activities that support community welfare.*

**Table 1 Research Questions and Informants**

No.	Questions	Informants
1	What is the work capacity of village government officials in public services?	<b>Padaelo Village Head (Key Informant)</b> Drs. Sudirman S
2	Are there any innovations or special programs that have been implemented by village government officials to improve public services in Padaelo Village?	<b>Chairman of the BPD (Village Consultative Body) Padaelo Village (Additional Informant)</b> Yusri, S.E
3	How do village government officials coordinate with other government agencies in providing public services at the village level?	<b>Village Residents (Additional Informants):</b> 1. Siti Rahayu 2. Muhammad Ali 3. Sri Wulandari 4. Ahmad Fadil 5. Dewi Lestari 6. Joko Santoso 7. Nita Sari 8. Rudi Hidayat 9. Putri Ayu 10. Budi Prasetyo
4	What is the impact of changes in central government regulations or policies on the ability of village government officials to provide public services?	
5	Are there any challenges or obstacles faced by village government officials in providing public services?	
6	How can the Padaelo Village community play an active role in improving public services provided by village government officials?	
7	Are there efforts to increase the capacity and competence of village government officials in terms of public services, such as training or development programs?	
8	How do the people of Padaelo Village assess the quality of public services provided by village government officials?	
9	What are the hopes and aspirations of the Padaelo Village community regarding public services in their village?	
10	Are there any planned changes or improvements to be made in public services in Padaelo Village?	

*-We are responsible for coordinating services such as education, health, infrastructure and social assistance. In addition, we must also provide clear information to the public about their rights and obligations in receiving this service. (IK-01).*

This was also conveyed by IT1 as Chair of the Padaelo Village BPD (Village Consultative Body). He answered:

*The role of village government officials is very important in bridging community needs with various government programs. We, as BPD, collaborate with village government officials to ensure that community aspirations are reflected in the public service programs provided. We also play a role in monitoring so that this service runs in accordance with community expectations. (IT-1).*

Meanwhile, one resident answered:

*In my view, village government officials are the heart of public services in our village. They are the first we contact when we need help or information about government services. They should be ready to provide solutions or direct us to the right place. So, their role is very important in carrying out and explaining various public service programs to us. (W1-1).*

Based on the results of interviews with three informants including the Head of Padaelo Village (IK), Head of BPD Padaelo Village (IT1), and a resident of Padaelo Village (IT2), it can be concluded that village government officials play a major role in providing public services in Padaelo Village. According to the Head of Padaelo Village, their main role is as organizers and facilitators of various programs and activities that support community welfare, such as education, health, infrastructure, and social assistance. Additional informant 1, namely the Chairperson of the BPD, highlighted the close collaboration between the BPD and village government officials in ensuring that community aspirations are reflected in the public service programs provided. They also have a role in monitoring program implementation so that it meets community expectations.

Additional informant 2, a resident of Padaelo Village, emphasized that the community sees village government officials as the first person to contact when they need assistance or information regarding government services. The community relies on them to provide appropriate solutions or direction regarding various public service programs. This conclusion underscores the importance of the central role of village government officials in ensuring that the needs and welfare of the local community are properly met, as well as the importance of cooperation with the Village Consultative Body (BPD) in achieving this goal.

The role of village government officials in public services to the people of Padaelo Village is very vital. The results of the interviews illustrate that they are not only executors of service programs, but also local coordinators who link central government policies with the unique needs of the village.

As providers of public services, they are directly responsible for providing various services such as education, health, infrastructure and social assistance. They also function as development facilitators by ensuring proper budget allocation and overseeing the implementation of projects to maximize benefits for the community.

Support from three previous studies, including research by [Lova & Amaliyah, \(2022\)](#), [Noviyanti et al., \(2022\)](#), and [TuI, \(2020\)](#), consistently highlights this important role. These studies explain that village government officials have a central role in improving the welfare of village communities, as well as in aligning national policies with local needs. Thus, the role of village government officials is not only as a provider of public services, but also as a bridge that bridges between the government and the community, ensuring that the services provided reflect the needs and aspirations of the local community.

Furthermore, the results of interviews for questions about the description of the organizational structure of village government officials in Padaelo Village and the role of each member in public services, the process of planning and implementing public service programs in Padaelo Village usually takes place, the main obstacles faced by village government officials in efforts to provide public services quality in Padaelo Village, and the actions of village government officials in measuring community satisfaction with the public services they receive. The village head answered:

*In Padaelo Village, the organizational structure of village government officials consists of the Village Head, Village Secretary, and several administrative staff. The Village Head is responsible for coordination and strategic decision-making, while the Village Secretary manages day-to-day administration and supports program planning and implementation. Other members include department heads, field staff, and village officials who have various roles in providing public services. The planning process begins by identifying community needs through village meetings and surveys. The program is then planned and the budget allocated. However, we face several obstacles such as limited resources*

*and changes in central government regulations that affect our programs. To measure community satisfaction, we use satisfaction surveys and feedback from residents periodically. The results are used to improve the quality of the public services we provide. (IK-02).*

This was also conveyed by IT1 as Chair of the Padaelo Village BPD (Village Consultative Body). He answered:

*BPD plays a role in supervising the implementation of public service programs in our village. We work closely with village government officials to ensure the program meets community needs. The obstacles we observed include limited funds and time, especially in implementing infrastructure programs. To measure community satisfaction, we also conduct open dialogue and discussions with residents through village meetings and community groups. (IT1-02).*

While IT2 as a villager answered:

*I see that village government officials work hard to provide public services, especially in education and health. However, we faced several challenges regarding infrastructure accessibility and sometimes late responses to requests for assistance. To measure community satisfaction, we are often asked to provide feedback through village meetings and through complaint letters which can be submitted directly to village officials. (IT2-02).*

Based on the results of interviews with three informants consisting of the Padaelo Village Head (IK), the Padaelo Village BPD Chair (IT1), and a resident of Padaelo Village (IT2), several conclusions can be drawn regarding the organizational structure of village government officials, the planning process and program implementation, public services, obstacles faced, and methods of measuring community satisfaction. The organizational structure of village government officials in Padaelo Village consists of the Village Head, Village Secretary, administrative staff, division heads, field staff and village officials. The Village Head has a coordinating and strategic decision-making role, while the Village Secretary manages

daily administration. The program planning process begins with identifying community needs through village meetings and surveys, which is then followed by planning and budget allocation.

However, village government officials face several obstacles such as limited resources and changes in central government regulations that affect the program. To measure community satisfaction, they use satisfaction surveys and feedback from residents periodically. This allows community participation in determining the priority services needed. Program planning then involves budget allocation and monitoring of development projects. Although this process reflects a participatory approach, obstacles such as limited resources and changes in central government regulations pose challenges in providing quality public services.

To measure community satisfaction with public services, village government officials rely on satisfaction surveys and feedback that are routinely obtained from residents. This satisfaction measurement is in line with findings from previous studies which emphasize the importance of using these tools as evaluation tools in improving the quality of public services (Noviyanti et al., 2022; Ranerup & Henriksen, 2019; Steiner & Teasdale, 2019; Utama et al., 2020; Ye & Yang, 2020). Overall, organizational structure, planning processes, constraints, and satisfaction measurement are key elements in the effective delivery of public services at the village level.

Apart from that, the Chairman of the BPD and the residents of Padaelo Village also played an important role in this process. The BPD oversees program implementation and collaborates with village government officials to ensure the program meets community needs. The obstacles they observed included limited funds and time in implementing infrastructure programs. Village residents contribute by providing feedback through village meetings and complaint letters which can be submitted directly to village officials.

In the context of the role of village government officials in public services, Harahap, (2019) emphasized that village

government officials have a crucial role as direct providers of public services covering vital sectors such as health and education. With strong governance, village government officials can manage limited resources more efficiently and respond to regulatory changes more adaptively (Cheng et al., 2020; Ye & Yang, 2020). This shows that good governance is a key factor in ensuring the smooth running of public services at the village level. Meanwhile, measuring public satisfaction is an important element in the process of improving public services. By understanding community expectations and perceptions of the services provided, village government officials can make better improvements, create more responsive services, and increase overall community satisfaction.

Furthermore, the results of interviews for questions about innovations or special programs that have been implemented by village government officials to improve public services in Padaelo Village, village government officials coordinating with other government agencies in providing public services at the village level, and the impact of changes in government regulations or policies central to the working capacity of village government officials in providing public services. The village head answered:

*We have implemented several innovations to improve public services in Padaelo Village. One of them is the use of information technology in village administration, such as population databases and online reporting, which has accelerated the process and increased data accuracy. In addition, we are working with several other government agencies, such as the Health Office and the Education Office, to integrate their programs with our village programs, thereby providing a more holistic service to the community. However, regulatory changes from the central government sometimes affect budget allocations and policies, which can be a challenge in providing consistent services. (IK-03).*

The same was conveyed by IT1 as Chair of the Padaelo Village BPD (Village Consultative Body). He answered:

*We support innovative initiatives proposed by village government officials, such as using technology to increase efficiency. In addition, we also help facilitate cooperation with other government agencies by holding coordination meetings. Regulatory changes from the central government can affect our village programs, however, we are trying to adapt quickly to ensure services continue. (IT1-03).*

While the villagers replied:

*I see that village government officials have tried innovations, such as the use of technology, which makes the administration process smoother. They have also coordinated well with other government agencies, such as puskesmas and schools, to align service programs. Changes in central government regulations sometimes affect the services we receive, but we expect village governments to continue to adapt to these changes. (IT2-03).*

The results of the interviews show that village government officials have implemented innovations and collaborated with other government agencies to improve public services. Even though changes in central government regulations can be a challenge, they are trying to adapt and ensure continuity of service to the people of Padaelo Village. In an effort to improve public services in Padaelo Village, village government officials have implemented a series of innovations, special programs and training to improve the quality and effectiveness of their services.

Training programs such as village financial management have helped village staff manage budgets more efficiently, reflecting improvements in village financial governance. In addition, close cooperation with other government agencies is the key to providing integrated and efficient public services. This practice has been strengthened by findings from Noviyanti et al., (2022) regarding community participation in public services which highlight the importance of coordination between agencies in efforts to improve holistic and effective public services. For example, in the health program, village officials collaborate with local health centers to coordinate immunization programs and other

health services, creating synergy between agencies that benefits the Padaelo Village community.

However, changes in central government regulations or policies can have a significant impact on the ability of village government officials to provide public services. This is one of the relevant findings from [Utama et al., \(2020\)](#) research on measuring community satisfaction in public services which highlights the importance of village officials' responsiveness to policy changes. These kinds of changes can affect plans and programs that have been prepared by village officials, however, village government officials in Padaelo Village try to adapt quickly to these changes, ensuring that the implementation of these policies is appropriate to their local context.

Finally, the results of the interview relate to efforts to increase the capacity and competence of village government officials in terms of public services, such as training or development programs, and ways in which the Padaelo Village community can play an active role in improving public services provided by village government officials. The village head answered:

*To increase the capacity and competence of village government officials in public services, we have conducted various training and development programs. This includes administrative training, village financial management, as well as training on laws and regulations related to public services. We also encourage our staff to take relevant courses. The Padaelo Village community can play an active role by attending village meetings and participating in the planning process, providing input, and providing constructive feedback related to the public services they receive. (IK-04).*

Meanwhile, IT1 and IT2 have almost the same answer, namely:

*We support efforts to increase the capacity of village government officials. We also play a role in initiating community meetings to discuss public service issues and provide advice to village officials. With this collaboration, we are trying to ensure that the community has better access and greater*

*influence in improving public services in our village. (IT1 and IT2-04).*

Interview results show that efforts have been made to increase the capacity of village government officials through training and development programs. In line with the research findings of [Ashaye & Irani, \(2019\)](#), training and development programs held by local governments have had a positive impact on the ability of village officials to manage and provide better public services. However, regarding the Human Relations indicator, the research results reveal that the ability of village government officials to understand community needs is not yet fully optimal. As highlighted by [Phillipson et al., \(2020\)](#) regarding the capacity of village officials in Indonesia, it is important for village staff to have a good understanding of standard operational service procedures so that public services run smoothly and efficiently.

Apart from that, in terms of conception ability, research also finds that village government officials tend to be less innovative in their services to the community. Research results from [Utama et al., \(2020\)](#) state that citizen participation in public services highlights the importance of innovative approaches in providing public services that are more responsive to community needs. Lack of innovation can hamper services, especially when the situation and conditions of society change.

In this context, there is still room for improvement in understanding community needs, more flexible use of SOPs, and more innovative approaches in providing services. Collaboration between village officials, BPD and the community remains the key to overcoming this challenge and increasing the effectiveness of public services in Padaelo Village.

## CONCLUSION

From the results of the study it can be concluded that the ability of village officials to provide services to the community by using three indicators namely Technical Capability, Human Relations and Conception Capability is still lacking, especially in terms of technical ability there are still many apparatus who have not been able to provide maximum

service because one of the service indicators In terms of computer operation, it is still minimal even though training has been carried out, but it is not evenly distributed. Related to the indicators of human relations, officials are still lacking in understanding the conditions of the people who will be served which ultimately have an impact on services and results that are not optimal, whereas in terms of Conception capability there is still a lack of innovation by Village officials in providing services to the community.

### Author declaration

#### Author contributions and responsibilities

The authors made major contributions to the conception and design of the study. The authors took responsibility for data analysis, interpretation, and discussion of results. The authors read and approved the final manuscript.

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#### Availability of data and materials

All data is available from the author.

#### Competing interests

The authors declare no competing interests.

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