
VILLAGE MANAGEMENT: RURAL WELFARE SOLUTIONS

Azmi

Universitas Karimun

Email: alazzamazmi@gmail.com

Abstract

Management plays a crucial role, especially in the context of village government management which is often faced with various challenges, including problems with natural resources, human resources, and village finances. It is hoped that the presence of effective village government management can provide solutions to deal with existing problems in the village. This research uses a qualitative methodology where the researcher carries out in-depth observations of the research object, carries out investigations, and evaluates field data before producing a descriptive written explanation. The findings of this study indicate that improving human resource standards in rural areas, especially in terms of changing the mentality of rural communities must be the government's main goal if it wants to improve the welfare of rural communities. Achieving community welfare will be hampered if there is no increase in human resource capacity to manage this potential, even though funding and the availability of natural resources are very important.

Keywords: *Management, Government, Village.*

Abstrak

Manajemen memegang peranan krusial, terutama dalam konteks pengelolaan pemerintahan Desa yang seringkali dihadapkan pada berbagai tantangan, termasuk masalah sumber daya alam, sumber daya manusia, dan keuangan desa. Kehadiran manajemen pemerintahan desa yang efektif diharapkan dapat memberikan solusi untuk menangani permasalahan yang ada di Desa tersebut. Penelitian ini menggunakan metodologi kualitatif dimana peneliti melakukan observasi mendalam terhadap objek penelitian, melakukan penyelidikan, dan mengevaluasi data lapangan sebelum menghasilkan penjelasan tertulis yang deskriptif. Temuan studi ini menunjukkan bahwa peningkatan standar sumber daya manusia di pedesaan khususnya dalam hal mengubah mentalitas masyarakat pedesaan harus menjadi tujuan utama pemerintah jika ingin meningkatkan kesejahteraan masyarakat pedesaan. Pencapaian kesejahteraan masyarakat akan terhambat jika tidak ada peningkatan kapasitas sumber daya manusia untuk mengelola potensi tersebut, padahal pendanaan dan ketersediaan sumber daya alam sangat penting.

Kata Kunci: *Manajemen, Pemerintahan, Desa.*

INTRODUCTION

According to Law Number 6 of 2014 of the Republic of Indonesia which regulates village government and procedures for implementing government policies and developing village areas, villages including traditional villages or other appropriate terms are referred to as villages. is a recognized legal community body with clear boundaries, authority to supervise regional government affairs, and the ability to represent community interests. This power originates from community initiative, origin rights, and/or customary rights which are recognized and upheld within the framework of the government of the Unitary State of the Republic of Indonesia. Successful management in the village development process covers various aspects of rural community life. Even though there are limited resources in rural areas, such as human, natural, and capital resources, cooperation between the government and the community is the main key to realizing effective village development. To achieve optimal development results, the steps from planning to completion need to be carried out in a systematic manner and well managed.

In the context of rural development management, the governance management system has an important role as an internal tool. This system contributes to increasing the level of community welfare. Village government officials also have a crucial role as determinants in village government management, and their ability to create justice values in the rural development process is vital. This justice is related to the realization of civil rights, which must be realized comprehensively by the village government. Tulang Village is located in Selat Gelam District, Karimun Regency, Riau

Islands Province (Kepri). This village is part of the administrative area located on Karimun Island, an island in the Riau Archipelago. As part of Selat Gelam District, Tulang Village has a role in development and government management at the sub-district level.

The ability to manage village government is highly dependent on the managerial skills of government actors and the optimal functioning of the management system. The implementation of village government needs to follow the demands of modernity on the one hand, but must also be sensitive to the local cultural context on the other hand. From this perspective, if governance has been effective and in its implementation, it has taken into account four aspects, namely human rights, civil society, democratization, and globalization, then the government can be considered good or known as "good governance". Indonesian bureaucracy can be explained as a government system operated by officials who are not elected by the people and are predominantly controlled by employees. The main functions of the Indonesian government bureaucracy include its role as a stabilizer to create a safe and stable situation, as a dynamist who can trigger change, as an innovator in carrying out reforms, and as an arbitrator and moderator who functions as a mediator in resolving conflicts.

Exploring village potential is faced with several challenges and problems. Rural communities still have a low level of welfare and quality of life; lack of infrastructure and facilities, both physical and non-physical, in the village and its surroundings; they are unable to implement village governance so adjustments are needed; the quality of the living environment in rural communities is declining; there is a threat to the availability of food sources; and most importantly, they are unable to maximize the development of local village economic potential due to limited access to capital and resources for the production, processing, and marketing of village community products. This scenario is also influenced by several other elements. Village potential includes all natural resources and human resources which are the basis for management and development to ensure the survival and progress of the village. If a village meets certain criteria, such as Human Resources (HR), Social Resources, and Economic Resources, then the village is considered to have extraordinary potential. By maximizing the economic potential of villages, it is hoped that all villages will be able to generate income that will improve everyone's standard of living.

RESEARCH METHODS

This research uses a qualitative methodology using descriptive data because the output is in the form of oral or written statements and observed behavior. The research object in this research is Tulang Village, Selat Gelam District, Karimun Regency, Riau Islands Province. This research focuses on analyzing village government management in realizing potential excellence and competitiveness. There are two types of data used, namely primary data collected directly from sources through observations and interviews regarding the application of competencies, and secondary data collected in the form of supporting documents and other notes as main data. Three main methods were used to obtain data: observation, interviews, and a combination of both. This research uses a qualitative data analysis methodology which includes three stages of activities simultaneously: data reduction, data presentation, and drawing conclusions or verification.

RESULTS AND DISCUSSION

Village Government Management

The type of government known as "effective village government" or "good government" aims to raise standards of competent, open, and accountable governance. This effort aims to carry out village government administration based on the principles of good governance and the principles of village regulations by Law Number 6 of 2014. Legal certainty, regularity of government administration, transparency, public interest, professionalism, accountability, effectiveness and efficiency, local wisdom, diversity, and participation are some of the qualities highlighted. Information transparency is very important for the successful implementation of village government. Based on this principle, an informant expressed his opinion regarding the mutually beneficial relationship between the government and the community in Tulang Village after the passing of Law Number 6 of 2014.

The professionalism aspect of village government is reflected in the services provided to the community. The level of satisfaction with this service shows the level of professionalism of village officials in responding adequately to the needs of Tulang residents. Village administrators fully

support these various activities. Providing fast and appropriate services by competent village officials is very important because it can facilitate the provision of answers to those in need. Services that are right on by low levels of labor productivity, high levels of poverty, and low quality of the rural residential environment. Even though various rural development efforts have been carried out from time to time, the results have not reached the expected level of satisfaction in improving the welfare of rural communities. The majority of rural communities are engaged in the agricultural and fishing sectors, but their living conditions are still worrying. The community development process in Tulang Village involves not only the village government but also involves the division of tasks to determine development priorities. This division of tasks aims to collect data on all community needs and requirements. The existence of this division of tasks is the key to success in community development in Tulang Village, especially considering the limited human resources the village has.

Meanwhile, the potential that comes from human creation is a product of the development process that has been planned, both by the Government and through community and self-help initiatives. This potential includes various structures, including government buildings, health, educational, and religious infrastructure, as well as roads and bridges. Apart from that, the people of Tulang Village have felt the influence of the potential that comes from human efforts in the field of human resources, although the quantity is still limited when considering educational attainment. Furthermore, the cultural value of cooperation which is realized in the spirit of cooperation and is one of the fundamental potentials that cannot be assessed financially is another potential that grows and develops organically in the Tulang Village community. In the process of planning and implementing community development in Tulang Village, there is a division of tasks and community involvement in monitoring development implementation. For example, in infrastructure development planning, the initial stage involves the community, including regional and hamlet representatives, who take measurements of roads that need repair. After that, the results of these measurements are evaluated by the village with the help of the Community Empowerment Institute (LPM) to assess field conditions that require improvement, and the village budget is used for these improvements with the participation of village officials and the local community.

In the aspect of organizing development in Tulang Village, collaboration with the community is also key. For example, in the development of the health sector, collaboration with posyandu women was carried out to collect data on needs that could be supported by the village government, such as the construction of posyandu facilities and completeness of posyandu infrastructure. In the education sector, collaboration with the community that manages PAUD is carried out to collect data on all necessary needs. The emergence of small groups in the social structure of the Tulang Village community creates an obligation to accommodate the various interests of each group fairly and evenly while still meeting community demands. This method requires careful planning. Planning is an important phase in determining public programs and policies in the village, in accordance with the organizational management structure. Village meetings are used by the Tulang Village Government to carry out development planning to achieve these goals. Members of the Village Representative Body (BPD), village head, all village officials and community members attended this village meeting.

The conditions show that although these activities are a formal part of the organizational structure of the Tulang Village government, their implementation relies more on informal mechanisms. This means that the planning process is carried out collaboratively in village meetings, prioritizing common interests and using a more transparent methodology. To ensure that the village development plan accurately represents the wishes and aspirations of the village community, the plan must receive support from all local leaders and levels of society. Lengthy discussions are commonplace in Tulang Village government performance planning deliberations, reflecting the high level of community involvement in defending their interests at the village level. The emotional views of the community and BPD members sometimes deviate from this discussion.

According to Law Number 6 of 2014, to achieve mainstream peace and social justice, village development planning must be carried out with an emphasis on the ideals of unity, kinship and mutual cooperation. Planning carried out by the village government can help the community think and act to advance the rural development process. Responding to the social transformation taking place in rural areas, the Tulang Village Government is working hard to direct its community towards an advanced and independent village. In addition, to survive these dynamic changes, the village government

continues to develop community potential and strengthen its ability to face changing environmental conditions.

The Tulang Village Government always focuses its efforts on village organizational activities and tries to determine steps to improve the performance of village officials. However, they experienced obstacles, especially in terms of finances and human resources, as stated by the Village Head. Based on researchers' observations, it was found that community participation has not reached optimal levels in several areas, so that some programs, although well established in concept, are still not realized conceptually. Seeing this, the problem is not only limited to program planning, but can also be the cause of stagnation in village development. Therefore, the experiences, both successes and failures, generated by the Tulang Village community also need to be evaluated by village stakeholders to assess the extent of the support they provide. The role of a leader is not only significant in managing regional government structures, but also in organizing the community and resolving disputes that may arise in the village. In handling conflicts of interest between community organizations, village heads in rural areas must be impartial and not take sides with one party. This aims to ensure that the village head is able to satisfy all community groups, even though initially he may have been chosen by a certain group to lead the village government. Even though he has the authority to decide on village development programs, the Head of Tulang Village acts more as a facilitator. Even though innovations are often proposed, decisions regarding the implementation of these innovations are taken collectively.

According to this research, there are different views in village communities regarding the innovations proposed by the village head. Village heads tend to want communities to be more independent, so innovation is aimed at building the capacity of village communities. Meanwhile, some village communities focus more on physical development programs that can be seen directly, especially in the short term, rather than building community capacity in the long term. As a result, village heads must accommodate mutual wishes through collective agreements. This situation shows that the village head is trying to build democratic conditions by emphasizing services for all, so that what becomes a collective agreement becomes the work program of Tulang Village. However, this condition can also be interpreted as an indication of the weakness of the village head's leadership in providing understanding to the community regarding the long-term benefits of an action. Village government organizations in this context function as a learning tool for village communities, so that people can understand any potential changes in the future. However, the role of the village head does not accurately reflect this. However, the role of village heads and other community figures is very important in understanding these dynamics if this participatory forum can be used to build the capacity of village communities as a means of empowerment. One of the important skills in leadership is having Human Skills, namely the ability to understand, work together, encourage and motivate other people, both individually and in groups. Because the organizational process of the village community is carried out through a deliberation and consensus approach, dialogue is the main element that is prioritized in the leadership practice of the Head of Tulang Village.

In carrying out government duties in Tulang Village, the village head appears to have a close relationship with village officials and the community in general. The approach implemented by the village head involves intensive communication with all parties, both the community and village officials. Through this communicative interaction, the village head not only understands the needs of the community but is also able to motivate and invite cooperation from every individual he meets. The strength possessed by the Head of Tulang Village lies in his ability to understand and carry out operational activities (Technical Skills) in various activities. The village head's background as an entrepreneur and community figure provides the basis for his authority and managerial abilities in the eyes of the village community.

To lead village growth, a village head must be sincere, have a clear vision, and be creative. As village head, he aims to raise the level of independence of Tulang Village. Improving village market administration to ensure the smooth running of market fees is one of the projects undertaken by the Tulang Village Council. Currently, the Tulang Village Government's work program is focused on monitoring village markets. The village government knows that the market is only open on Wednesdays from early morning until noon, at this time it is empty of traders and customers, and deserted. The aim of transforming this market into a night market is to increase its status as a culinary destination in the village market, thereby attracting customers from both Tulang Village residents and

visitors. Apart from that, the Tulang Village Government also has another program that aims to increase village independence, namely the use of village land that was previously unused. Village land that was previously unproductive will be used as agricultural land to grow short-term crops, and will also be used as cattle breeding land. It is hoped that the results of this program will become a source of genuine income for the village.

CONCLUSION

The government management process in Tulang Village has not reached the desired level of effectiveness, which is manifested in a lack of efficiency from the planning stage to the evaluation of village government programs. This obstacle arises due to limited human resources and lack of financial support for village development. Even though there is a democratic tendency in the collective decision-making process by the village community, the village head as the main leader in Tulang Village has not been fully successful in implementing his innovations in village development. This is caused by the dominance of society's mindset which is more focused on physical aspects and short-term interests. The ratification of Law No. 6 of 2014 which experienced changes in village authority had a positive impact on the potential for change and progress in Tulang Village. However, in practice, Tulang Village is faced with several technical obstacles that require increasing community capacity through empowerment programs as a first step to achieving this progress.

In addition, in current developments, village governments tend to use the resources they have to maintain organizational sustainability, which ultimately makes them focus more on administrative processes alone. The most crucial aspect: Establishing policies aimed at improving and developing human resources is an important component in village government management, because this allows the government to function as efficiently as possible. Government efficacy, efficiency, and innovation can be achieved effectively in this way.

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