

The Importance of Leadership and Work Discipline in Efforts to Improve the Performance of Village Apparatus in Glawan Village, Pabelan District

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ABSTRACT

A village head in carrying out their duties and obligations is assisted by village officials to run the wheels of the village government. Therefore, a village official must have a high sense of discipline, responsibility and work awareness of their duties and obligations. In this study, there are still many undisciplined employees where the problems found here are related to late arrival during working hours, both the village head and their employees, frequent absence from their office, and non-compliance with official dress codes. The purpose of this study was to examine how the Village Head as a leader enforces employee discipline at the Glawan Village office, Pabelan District, Semarang Regency. This study employed qualitative methods with data collection techniques including interviews, observation, and documentation. The data sources in this study were 9 informant village office employees. The results indicate that the role of the village head as a leader in enforcing employee work discipline at the Glawan Village Office is quite effective, though there remain areas for improvement.

INTRODUCTION

Village Government is established with specific goals that must be achieved. In achieving these goals, it is necessary to have Human Resources who are aware of their duties and functions to implement the regulations made by the government (Rudiadi et al., 2021). To achieve this, there needs to be direction so that village officials can carry out their duties properly and optimize these human resources, as the success of an organization is determined by the ability of its human resources to work effectively.

Based on the Government Regulation of the Republic of Indonesia Number 53 of 2010 Concerning the Discipline of Civil State Village Apparatus, there are disciplinary regulations that govern provisions regarding obligations, prohibitions, disciplinary laws, authorized officials, punishment implementation, objections to disciplinary punishments, and the validity of disciplinary punishment decisions. This aims to realize reliable, professional, and effective village apparatus with good morals as part of a government administration that applies fair governance principles.

The leadership of the Village Head plays a crucial role in influencing the work discipline of village officials. A leader must be able to motivate and encourage village officials to carry out their duties well and with discipline (Butar-butur & Saragih, 2020). Factors that can create work discipline in village officials include the fulfillment of physical and spiritual needs, as well as the existence of clear rules and sanctions (Hidayat, 2019).

LITERATURE REVIEW

Leadership is the ability that someone has to influence other people to work to achieve goals and objectives (Handoko, 2013:292). According to Terry & Rue in Husaini Usman (2008:274), "Leadership is a relationship that exists within a leader, influencing others to work together consciously in the desired task relationship". Leadership is the science and art of influencing people or groups to act as expected to achieve goals effectively and efficiently (Usman, 2008:275).

Work discipline is the attitude of a person or group of people who are willing to comply with the rules and regulations that apply in the organization (Hasibuan, 2014:160). Factors that influence work discipline include the fulfillment of physical and spiritual needs, as well as the existence of clear rules and sanctions (Hidayat, 2019).

Performance is a product produced by a village official in a predetermined time unit with certain criteria (Usman, 2008:458). Hasibuan (2014:160) states that "Performance is a work result achieved by a person in carrying out his duties based on his skills, efforts, and opportunities". Mangkunegara (2009:67) explains that "Performance is the work result in terms of quality and quantity achieved by a village official in carrying out his duties in accordance with the responsibilities given to him".

Do Lifestyle Motivations Contribute to Management Practices that Enhance Sustainable Entrepreneurial Ecosystems. Is Rural Tourism-Induced Built-Up Growth A Threat for the Sustainability of Rural Areas. The case study of Tuscany. Antecedents and outcomes of travelers' emotional solidarity with locals: The case of Bed-and-Breakfast experiences. (Ahmad Mansur et al., 2024)

METHODOLOGY

This study used qualitative methods. Data collection techniques used are interviews, observation, and documentation. The source of data in this study was taking 9 informants from the village office employees. Data analysis used in this study took place with the data collection process. According to Miles and Huberman (1984) in Saldana (2014), it is stated that activities in qualitative data analysis are carried out interactively and continue continuously until complete, so that the data is saturated. Activities in data analysis are data collection, data display, conclusion drawing/verification, and data condensation.

RESEARCH RESULT

The results of this study are presented and discussed in accordance with the research objectives outlined in the introduction.

Objective 1: To determine how the Village Head carries out their role as a leader in upholding employee discipline at the village office.

The interviews and observations revealed that the Village Head of Glawan Village has carried out several efforts to enforce discipline among village officials. These include:

1. Regularly reminding village officials about the importance of discipline and adherence to work rules, such as arriving on time and wearing proper uniforms.
2. Conducting routine monitoring and supervision to ensure that village officials are present at the office during work hours.
3. Providing verbal warnings and reprimands to village officials who violate discipline rules.

However, the Village Head admitted that there are still challenges in consistently enforcing discipline, such as the lack of strict sanctions for repeat offenders.

Objective 2: To identify any challenges or obstacles the Village Head faces in enforcing work discipline among village officials.

The main challenges identified in enforcing work discipline include:

1. The close personal relationships between the Village Head and some village officials, which can make it difficult to impose strict sanctions.
2. The lack of a formal performance appraisal system, which makes it harder to objectively assess and provide feedback on the discipline and performance of village officials.
3. The limited authority of the Village Head to provide rewards or punishments based on performance.

Objective 3: To assess the effectiveness of the Village Head's leadership in improving the discipline and performance of village officials.

Despite the efforts made by the Village Head, the level of discipline among village officials is still not optimal, as indicated by the persistence of tardiness, absenteeism, and non-compliance with uniform regulations. This suggests that the Village Head's leadership has not been fully effective in improving discipline.

However, some village officials acknowledged that the Village Head's approach of regularly reminding and reprimanding them has helped to improve their awareness and adherence to discipline rules, compared to the previous leadership.

DISCUSSION

Based on the discussion above, it was found that there were indications of weaknesses, especially in the supportive leadership indicator which has weaknesses due to the lack of justice given to village officials. The indicator of the need to actualize oneself has weaknesses because village officials are not given enough opportunities to express opinions or ideas in decision making.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research results obtained from interviews and observations in the field, the researcher can conclude that the head of Glawan village has played a fairly good role. This can be seen from the indicators of the role of leaders such as role models, cooperation, supervision, legal witnesses, and firmness as a leader in enforcing work discipline of village officials at the Glawan Village Office, Pabelan District, Semarang Regency.

ADVANCED RESEARCH

The limitations of this study include the focus on one village, namely Glawan Village, with a limited number of informants, the potential for subjectivity in data collection with a focus on the role of the village without considering other factors in influencing work discipline, and the data collection period according to the schedule.

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