



Strategy to Improve the Performance of Village Apparatus in Public Services at the Karangjati Village Hall Office, Sampang District

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Abstract

The purpose of this study is to analyze strategies to improve the performance of village apparatus in public services to the village community in Karangjati Village, Sampang District. The research method used is a qualitative method with descriptive research because the researcher makes direct observations of the location in the field, to see directly what actually happened in the field. The analysis technique used is an interactive model of Miles, Huberman and Saldana (2014:14). The method used in this study is to use a qualitative approach by conducting interviews with the village head and also the village apparatus of Karangjati Village, Sampang District, this research was carried out in Karangjati Village, Sampang District because in Karangjati Village has met the research criteria of the existing problems, in addition to that also Karangjati Village based on existing information that has the best service but still There are public reports on public services. From this study, it was found that the strategy to improve the performance of village apparatus in public services in Karangjati Village, Sampang District has not been maximized because the factors that support public service performance have not been optimized. These indicators are violations of work discipline and mastery of information technology in public services. Based on one of the directions of the development of public administration at this time, it refers to the professionalism of the performance of the Karangjati Village apparatus in public services to the village community. This is oriented to the function of the government in providing public services to meet the needs of the community implemented by government agencies at the central to regional levels.

Keywords: Strategy, Village Apparatus Performance, Public Service, Village Government

1. Introduction

Based on one of the directions of the development of public administration at this time, it refers to the professionalism of the performance of the Karangjati village apparatus in public services to the village community. This is oriented to the function of the government in providing public services to meet the needs of the community implemented by government agencies at the central to regional levels. One of the agencies formed by the government in the region is: Village. The role of the Village is growing rapidly and is one of the factors that determine the success of the State. This is because in the era of the administration of the president of the Republic of Indonesia, Ir. H. Joko Widodo, villages were used as the spearhead in achieving the welfare of the people.

According to Makmur 2009:128 Strategy is an action but has a great influence on the success of a program or activity, both that will be and that has been planned by the management.



Based on being one of the villages comes from the Sanskrit language, village, which means homeland or land of blood. Meanwhile, Hanif Nurcholis (Sujadi, et al. 2014: 231) said that: "A village is an area inhabited by a number of people who know each other, live together, have relatively similar customs, and have their own procedures in regulating their community life".

In regulating their lives in a village, it is regulated by the village government in accordance with Law Number 6 of 2014 concerning Villages Chapter I Articles (3) and (4). In addition, it should be noted that the implementation of village government is carried out by the village head and assisted by the village apparatus, as stated in Law Number 6 of 2014 concerning Villages article (25) that: "The Village Government as referred to in Article 23 is the Village Head or who is called by another name and who is assisted by the village apparatus or who is called by another name.". In providing public services, the government is required to have good performance. As that performance is the result obtained by an organization, both the organization is Profit Oriented and Non Profit Oriented which is produced during a period.

The village government is the most basic government unit in the hierarchy recognized in the national government system. This means that the village government is the most advanced organization in the implementation of public services and the closest to the community because the village government directly serves the community. Therefore, the village government is required to improve its performance in the implementation of public service operations in accordance with the expectations of the community.

To be able to provide excellent public services is not easy, there are several things that must be considered in order to provide good service. In the implementation of good public services carried out by the village government, there needs to be support from various factors, both individual factors and group or organizational factors. The village government in this case is an organization, so the performance of the village government is the same as the performance of the organization. This means that organizational performance is a measure of an organization's achievement of the vision, mission, and goals of the organization that have been set, whether or not, optimal or not optimal performance of a public organization, can be measured from productivity related to the level of efficiency and effectiveness of service, orientation of service quality to customers, responsiveness, responsiveness, and public accountability. The optimal performance of the village apparatus needs to be supported by Human Resources (HR) of the Village apparatus that are both in quantity and quality, as well as the availability of facilities and infrastructure also at the Karangjati Village Hall office where public service facilities, administrative document affairs, and so on are adequate for the village community.

The performance of the Karangjati Village apparatus in public services does not comply with the applicable rules and discipline in work operational hours. For example, village officials often leave work operational hours, work completion is not on time, often delay work, eventually work piles up, and village officials find it difficult when the work requires mastery of information



and communication technology (ICT). In the end, the people of Karangjati Village complained about the service that was not optimal. There are also village communities who should be entitled to receive social assistance, direct cash assistance, family hope programs, and others who are not registered to receive. Currently, the distribution of aid is not on target. This is because in collecting data on prospective recipients of assistance is not careful, some even side with the families of village officials. In carrying out the duties of the village apparatus, it is not orderly. However, the availability of performance indicators that underlie the success of the goals of a Village Government is: advancing the welfare of the village community. Thus, there is a need for an approach to measure the performance of the Village Apparatus, the performance measured is not only on its financial performance but covers all aspects in public services, so the researcher chose the location of Karangjati Village which is located in Central Java Province, precisely in Sampang District, Cilacap Regency, Karangjati Village is a land area located in the south of the Regency which borders Kaliwedi Village, Kebasen District, Regency Banyumas.

With the strategic position of the village community, Karangjati Village, on the other hand, can be the highlight of the village community regarding the performance of the Karangjati Village apparatus in providing public services to the village community. is caused by the existence of village government apparatus resources that are not fully adequate so that in terms of providing public services that are not in accordance with the public service procedures that have been set at the Karangjati Village Hall office, which can ultimately have an impact on the ineffectiveness and efficiency of the services provided by the village government to the village community, and service productivity is not optimal. The responsiveness of the village government is also felt by the people of Karangjati Village is still not optimal, so that the needs and desires of the village community are still not met. This has caused dissatisfaction among the village community with the quality of public services provided by the Karangjati Village Government.

According to Sjafrizal (2009:291) Strategy is generally defined as a way or tool to achieve goals better and faster. Meanwhile, the meaning of strategy itself changes and develops from one time to another, namely: (a) Chandler (1962): strategy as a tool to achieve corporate goals (institutions) in relation to long-term goals, follow-up programs and resource allocation priorities, (b) Learned, Christenten Guth (1965): strategy as a tool to create competitive advantage, (c) Porter (1985): Strategy as a very important tool to achieve competitive advantage, (d) Hamel and Prahalad (1995) said that strategy is an action that is constantly improving and is carried out from the perspective of what customers expect in the future.

According to Makmur (2009:128), strategy is an action that has an influence and greatly determines the success of a program or activity, both that will be and that has been planned by the management. According to Allison (2013:3), strategy is a broad overall priority or direction taken by an organization, strategy is also choices about how best to achieve the organization's mission.



Strategy is also inseparable from the so-called strategy formulation, as stated by Mahmudi (2010:65), the stage of strategy formulation is an important stage in the management control process, because mistakes in formulating strategies will result in the wrong direction of the organization.

According to Michel E. Porter (Bastian, 2016:8), Strategy is defined as the creation of a unique and valuable position by requiring a series of different activities. The point is to do what does not need to be done and create harmony among the activities of a number of companies. According to the great dictionary of the Indonesian Language (2002:570) states that "performance is something that is achieved, achievements shown, work ability". Prawirosentono in Widodo (2001:206) stated that "performance is a work result that can be achieved by a person or a group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization in question legally, not in violation of the law and in accordance with morals and ethics". Performance is an indicator in determining how to achieve a high level of productivity in an organization. "Performance is defined as work performance in terms of the implementation of duties or orders, their functions, obligations to keep promises and the process of actions taken according to inner satisfaction based on the free mind of the government actors concerned and the readiness to bear all risks and consequences" (Lexie, 2005:168). According to Simanjuntak (2005:1), performance is "the level of achievement of results in the implementation of certain tasks". Improving the performance of an organization can be done by improving the performance of each individual. The term worker comes from the word job performance or actual performance, which is work achievement or actual achievement achieved by a person. In English, the word performance means performance, which comes from the word to perform which means doing activities in accordance with responsibilities with expected results, while the meaning of performance is something to do or something that is done. Performance is an indicator in determining how to achieve a high level of productivity in an organization. "Performance is defined as work performance in terms of the implementation of duties or orders, their functions, obligations to keep promises and the process of actions taken according to inner satisfaction based on the free mind of the government actors concerned and the readiness to bear all risks and consequences" (Lexie, 2005:168). According to Simanjuntak (2005:1), performance is "the level of achievement of results in the implementation of certain tasks". Improving the performance of an organization can be done by improving the performance of each individual, work achievements or actual achievements achieved by a person. According to Enos, (2007) as well as the evaluation of the results of a person's behavior in deciding how good or bad a person who has completed a task or done a job (George and Jones, 2012) Performance is the definition and progressive achievement of goals that are tangible, specific, measurable, valuable, and measurable.

Based on the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 84 of 2015 concerning the Organizational Structure and Work Procedures of the Village



Government, the Organizational Structure and Work Procedures of the Village Government are the Village Head assisted by the Village Apparatus. The Village Apparatus is positioned as an assistant to the Village Head consisting of the Village Secretary, Regional Implementation, and Technical Implementer. The Village Secretariat is led by the Village Secretary and assisted by elements of the secretariat apparatus. The Village Secretariat consists of at most three affairs, namely administrative and general affairs, financial affairs, and planning affairs, and at least two affairs, namely general affairs and planning and financial affairs. The Regional Executive is an element of the Village Head's assistant as a regional task force. Technical Implementation is an element of the Village Head's assistant as the executor of operational tasks.

One of the goals of good village apparatus performance is to provide public services. According to Sinambela (2008: 5) "public service is the fulfillment of the wishes and needs of the community by state administrators." Furthermore, in accordance with Law Number 25 of 2009 concerning public services, namely: public services are all forms of activities in the context of regulating, coaching, guiding, providing facilities, services and others carried out by the Village apparatus as an effort to meet the needs of the village community in accordance with the provisions of the applicable laws.

The implementation of good public services, based on Komarudin (2014:27), namely: it is necessary to show and apply principles, standards, patterns of cost management, services for people with disabilities, the elderly, pregnant women, and infants under five, special services, service bureaus, village community satisfaction levels, supervision of implementation, resolution of complaints and disputes, and evaluation of the performance of public service implementation.

According to Effendi (in Widodo, 2001), a professional public service is a public service that is characterized by: effectiveness, simplicity, clarity and certainty, efficiency, timeliness, responsiveness and adaptivity.

In the implementation of these public services, there must be principles that can provide guidelines for organizers in providing services. While public services are all village community service activities carried out by service providers, programs carried out by public service providers are efforts to meet the needs of service recipients and the implementation of the provisions of applicable laws and regulations.

Every time facing all competition, through several village governments, include in the change of regulations, actions, but faced with a policy, has a level of each sub-district government. There is a need for steps to be carried out strategically to improve the quality of public services to the village community, with several requirements. Each of the various characteristics of the designation with the quality of improving village government services to the village community in the opinion stated above, then applies to the local village government as well as in various adjustments.



Public service is a series of activities in the context of village deliberation on service needs in accordance with laws and regulations for each village community in administrative services provided by public service providers, where it is said that there are four elements in public services, namely: 1. Service providers, 2. Service recipients, 3. Types of services, 4. Community satisfaction.

2. Research Method

The research method used is a qualitative method with descriptive research because the researcher conducts direct observation of the location in the field, to see firsthand what actually happens in the field. The reason for choosing this qualitative method is because this qualitative method directly explains the nature of the relationship between the researcher and the respondent. This qualitative method is more sensitive and able to adapt to a wide variety of sharpness, interactions, and patterns of values encountered. Qualitative methods will be easier to adapt if faced with various realities. Therefore, we can conclude that a qualitative approach such as descriptive research will make it possible to see the process unfolding, to be able to explain the situation that is being researched with a deep understanding of the strategy to improve the performance of village apparatus in public services at the Karangjati Village Hall office, Sampang District.

The analysis technique used is an interactive model of Miles, Huberman and Saldana (2014:14) which states that in qualitative data analysis, data appears in the form of words, not numbers. Data is collected in various ways (observation, interviews, document extraction, recordings). According to Miles, Huberman and Saldana (2014: 31-33), in qualitative data analysis, three streams of activity occur simultaneously. The activities carried out in data analysis are: Data Condensation, which in this activity refers to the process of selecting, simplifying, mining, and/or transforming data to overcome all field notes, interview transcripts, documents, and other empirical materials. This step consists of; selecting, focusing, abstracting, Simplifying and Transforming.

Next is Data Presentation, in this process the researcher organizes the integration of information that allows reasoning and action. The presentation of this data helps researchers to understand what is happening and do something to address it, including further analysis or action based on that understanding. Data presentation is a step taken after a brief data reduction. The activity at this stage is carried out by the researcher by synthesizing data systematically, then recording the data that has been collected from the field in the form of a narrative. Preparation is carried out by entering the results of the analysis in a note, followed by a sentence explaining the results obtained from observations, interviews, and field documents. The data was then classified according to the purpose of the study. The informants in this research interview are the Head of Karangjati Village, the Secretary of Karangjati Village, the Head of General Affairs and Planning of Karangjati Village, the Karangjati Village Apparatus.



The last step is to draw/verify the conclusion, which starts from data collection, qualitative analysis begins to look for its own meaning by recording the rules of explanation, possible configurations, causal lines, and propositions.

Conclusions are obtained after the data collection is complete, depending on the scope of the field records, the coding, storage and retrieval methods used. The initial conclusions are still tentative and will change if no strong evidence is found to support the next stage of data collection. In addition, the researcher reviewed the results of the study. If the interim results require additional data collection, then the data collection process is repeated. After the verification process is complete, the researcher will discuss the results in the field. Conclusions were drawn (Miles, Huberman and Saldana, 2014:15), only partial and complete operation and configuration. In short, the meanings arising from the data must be checked for accuracy, certainty and suitability, that is, their validity.

3. Results and Discussions

Karangjati Village is one of the ten villages in Sampang District, Cilacap Regency. Based on the village monograph, Karangjati village has the following boundaries: to the south it is bordered by Gentasari Village, Kroya District, while to the east it is bordered by Paberasan Village, to the west it is bordered by Nusajati Village, and to the north it is bordered by Karangasem Village, Sampang District.

The vision and mission of the Karangjati Village Government, Sampang District, the vision of the Karangjati Village Government, Sampang District, namely: "Realizing the Life of the Karangjati Village Community Who Have Faith, Piety, Justice and Prosperity" and the mission based on the vision set, the Karangjati Village Government, Sampang District has a mission to serve the people of Karangjati Village: first, to carry out services in the field of government that are clean and authoritative, free from corruption, collusion, and nepotism. second, carrying out community services, which includes the empowerment and development of all components of the Karangjati Village community. third, carrying out physical and mental balance services in all fields of Karangjati Village development. fourth, carry out public services in a maximum and fair manner in order to provide services to the people of Karangjati Village in the fields of administration, health and education.

The Karangjati Village Government, Sampang District implements the government based on Law Number 06 of 2014 concerning Villages, while in Cilacap Regency issued Regent Regulation Number 64 of 2016 concerning the Organizational Structure and Work Procedures of Village Government in Cilacap Regency, the regulation requires Karangjati Village to comply with existing regulations, so that the organizational structure and main tasks of the village apparatus are based on existing regulations.



The strategy of the Karangjati Village Head in his efforts to improve the performance of his devices One of the methods used is by interpersonal communication of the village head motivating his devices that have poor performance in the services provided to the community, the Karangjati Village Head considers the problems owned by his village apparatus to find solutions so that the problems owned by the village apparatus concerned can be overcome which results in poor services. decrease can increase again.

The Head of Karangjati Village, Suratno explained that as a leader in order to maintain the performance of the village apparatus, it is necessary to implement Regent Regulation No. 64 of 2016 concerning the Organizational Structure and Work Procedures of the Village Government by issuing a village regulation on the Karangjati Village Apparatus Tupoksi so that the village apparatus always carries out its duties while maintaining the integrity of the village apparatus. In the preparation of the village government work plan, the Karangjati village government makes a schedule for the implementation of the village government budget work so that every activity will be carried out properly, and the performance of the village apparatus will increase, the village head also supervises the implementation of the budget that has been planned by the village government, so that performance will be maintained.

The Head of Karangjati Village also evaluates activities every week to find out the problems, as well as the development and achievement of budget absorption in the Karangjati Village Government and also carry out short-term planning within a period of one week by doing morning apples on Mondays. In addition, every month the village head supervises the performance of his devices through monthly activity reports of village officials, as well as providing rewards for outstanding village officials so that village officials in Karangjati Village will have more motivation to improve their performance. On the annual agenda, the head of Karangjati village increased capacity by conducting a comparative study to other villages that had good performance, so that there was an increase in performance in Karangjati village.

Improving the performance of village apparatus cannot be separated from community satisfaction as the main goal in service, because the government basically has a goal to realize community welfare. To meet these objectives, the Karangjati village government strives to improve services in the following dimensions: 1. Physical Evidence Dimensions (Tangibles), the Karangjati village government strives to fulfill the physical facilities and cleanliness of the Karangjati village office so that it will increase community satisfaction. The people of Karangjati Village also assessed the seriousness of the village government in fulfilling the needs of facilities and cleanliness of service places to the community. This proves that the dimension of physical evidence is one of the dimensions that can increase the satisfaction of the people of Karangjati village in the services provided by the Karangjati 2 village government. Reliability Dimensions, the Karangjati Village Government has human resources who have the ability to provide services to the community quickly and accurately so that the community is satisfied with the services provided by the Karangjati village government. 3. Responsiveness dimension, the responsiveness



of the Karangjati village government in providing services to the community has a good, fast and appropriate responsiveness so that the community gives a good assessment to the village government on this dimension. 4. Guarantee Dimension (Assurance), this dimension is a reflection of the strength of Karangjati village in providing services to the community, with knowledge, the ability to convey information will give a sense of community trust in the village apparatus in providing services. 5. Empathy Dimension, the dimension of empathy is very important in service because by providing empathy to the village community, the village apparatus will become more respected and respected by the community because the village apparatus understands the needs of the community in public services.

The efforts of the Karangjati village government in improving performance in providing services to the community, of course, there are supporting and inhibiting factors for the running of community services, including: a. Professionalism of the Village Apparatus, each village apparatus, of course, when inaugurated and sworn to act professionally in providing services to the community. In addition, the evaluation carried out by the village head to his village apparatus every week or month and the capacity building can also increase the professionalism of the village apparatus in providing services. b. Cooperation between village officials, this factor is one of the important factors of the village government in providing public services to the community, with good cooperation, the work can be carried out lightly. c. Completeness of service facilities, this factor is one of the important factors in the government providing services, the completeness of facilities in facilitating and accelerating the performance of village apparatus. Meanwhile, the factors that hinder the Karangjati village government to improve the performance of village apparatus in public services are as follows: a. Limited assistance, Services to the community are not only in administrative services, but in a broad sense all community needs including in the assistance provided by the government, the Karangjati Village Government in this case has limited assistance provided by the government, both regional and central, so that it hinders the services provided to the people of Karangjati village. b. Slow financial transfers, according to the village secretary, that the source of the village's opinion is the transfer of general allocation funds provided by the central and regional governments which are often late, this can cause delays in the implementation of activities by the village government to be hampered.

4. Conclusions

The conclusion of this study is Strategies for Improving the Performance of Village Apparatus in Public Services at the Karangjati Village Hall Office, Sampang District, based on the results of the study, is that the Karangjati village government, Sampang District, the head of Karangjati village, has succeeded in improving the performance of his village apparatus and can maintain the integrity of the village apparatus to be able to provide maximum service to the people of Karangjati Village, Sampang District. The Karangjati village head implemented Law No. 6 of 2014 concerning Villages as well as Cilacap Regent Regulation No. 64 of 2016 concerning SOTK



Village Apparatus in Cilacap Regency so as to give birth to a cadre on the tupoksi of village apparatus in Karangjati Village, Sampang District.

Efforts – Another effort of the Karangjati village head by carrying out apples every Monday that discusses shortcomings, and solutions to previous activities and planning for activities in the next week, besides that there is also a monthly evaluation and absorption of the budget absorbed by activities by village officials, in addition to that there are also rewards for village officials who have good performance.

In the efforts of village heads to improve the performance of their devices in public services, there are factors including: driving factors: professionalism of village officials, cooperation of village officials and the completeness of facilities, while inhibiting factors: limited assistance and transfer of village income that tends to be late.

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