



Village Head and Motivation of Pergam Village, Rupert District, Bengkalis Regency

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Received: November 3, 2019; Accepted: March 3, 2020; Published: May 8, 2020

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Abstract

This study aims to describe the leadership of the village head in increasing the work motivation of village officials. This research was inspired by the improvement of the performance of village officials in Pergam Village, Rupert District, Bengkalis Regency. The research method used was descriptive qualitative approach. Data collection techniques with observation and documentation interviews. The problems that affect namely; A leader has a great influence in increasing employee motivation through his leadership, work motivation has a significant effect on employee performance. After reviewing the researchers found that the leadership of the village chief plays a role in increasing the work motivation of village officials. The efforts made by the Headman in increasing the apparatus' work motivation by doing; Headman's leadership in improving welfare, Headman's leadership in creating a harmonious work atmosphere, Headman's leadership in rewarding achievements, Headman's leadership in providing justice, Headman's leadership in respecting and involving the apparatus, Headman's leadership in completing work facilities, Headman's leadership in developing the potential of the apparatus, Village chief in creating strict and fair punishment.

Keywords: Headman Leadership, Work Motivation, Tools, Organization.

How to Cite: Jelika, R & Effendi, N (2020). Village Chief in Increasing the Work Motivation of Village Officers in the Pergam District Head Office of Rupert District, Bengkalis Regency *Jurnal Administrasi Publik (Public Administration Journal)*. 10(1): 22-34

INTRODUCTION

Headman is the leader and coordinator of government administration in the work area of the Village Office, which in carrying out its tasks receives the delegation of government authority from the regent / mayor to handle some of the functions of regional autonomy and to carry out general tasks of government. Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government, is expected to have a real and broad impact on improving performance, especially the discipline of the apparatus in carrying out the mandate accompanied by responsibility for each of its tasks. The transfer of authority from the center to the regions allows for the administration of government with a more concise bureaucracy.

Regional autonomy is the right, authority and obligation of autonomous regions to regulate and manage their own government affairs and the interests of local communities in the system of the Unitary State of the Republic of Indonesia. An organization not only expects capable, capable, and skilled employees, but most importantly they are willing to work hard and are willing to achieve maximum work results.

Employees' abilities and abilities are meaningless to the organization if they don't want to work hard. In order to be willing to work diligently to achieve optimal work results, in this case motivation is very important. Because the leadership is basically always required to obtain goals through the process. As for the process in the form of leaders using their influence to clarify the goals of the organization for employees, subordinates or those they lead, motivate them to achieve these goals, and help create a productive culture in the organization.

For the implementation and success of all activities in the organization, the role of the leader called the *top manager* must be able to mobilize and utilize the potential

strengths or capabilities possessed by employees, because leadership is the core of management and is also the motor or driving force of in all sources and tools available to an organization both human resources and such as methods, materials and marketing Siagian (1993). On the other hand a leader must have extensive knowledge about the organization he leads and the leader must have *managerial* skills (managerial skills) related to the tasks of the leader that is to provide direction and directive instructions to the tasks carried out by employees of his subordinates. A leader must have good *leadership* or leaders in accordance with the situation and conditions of the organization they lead.

According to the Law of the Republic of Indonesia Number 5 of 2014 concerning State Civil Apparatus it is stated that Civil Servants as an element of the state apparatus are tasked with providing services to the public in a professional, honest, just and equitable manner in the implementation of state, government and development tasks. So employees as executors of direct government tasks must have professionalism and high work motivation to carry out these tasks.

From the description above the leadership role of a leader really determines and influences employee motivation to be driven instinctively to do and work with high achievement. Various expert opinions suggest that there are several types of leadership, including types of military leadership, autocratic leadership types and paternalistic types (Kartono, 2011). These three types are very close to the formal leadership type equality because these three types in motivating their employees are more focused on power and orders in accordance with the wishes of the leader so that his subordinates absolutely must obey his orders and employees work routinely in accordance with work

procedures and work mechanisms that work in the organization.

The influence of leadership style on subordinates in order to work consciously and happily without any coercion from the leaders. Work motivation is closely related to performance, if work motivation is weak then the performance will also decrease, subordinates will quickly get bored in facing the task, lack of initiative and also less creative, which is a reflection of employee dissatisfaction with the leadership of superiors. Inappropriate leadership style, will weaken employee motivation, this will have an impact on low performance.

Robbin (2002), argues that motivation is the desire to do as a willingness to spend a high level of effort for organizational goals, which is conditioned by the ability of the effort to meet an individual's needs. Siagian (2002), argues that in organizational life, including working life in business organizations, aspects of work motivation absolutely receive serious attention from managers. Because 4 (four) main considerations are: (1) The philosophy of human life revolves around the principle of "quit proquo", which in layman's language is reflected by the saying "there is yam, there is taro, there is budi there is reciprocation", (2) The dynamics of human needs very complex and not only material, but also psychological, (3) There is no saturation point in satisfying human needs, (4) Differences in individual characteristics within the organization or company, resulting in the absence of any motivational technique that is equally effective for everyone in organization also for someone at different times and conditions. According to Masrukhin and Waridin (2006), states that: Motivation is a psychological factor that shows an individual's interest in work, feeling satisfied and partly responsible for the activity or work performed.

In connection with this work motivation, Pergam Village Office is under Rupert District of Bengkalis Regency, which is headed by a Headman who is the Head of Government in the Village Office, and has Village Office equipment, including the heads of the environment and other equipment. Village Office as a level of government under the Camat, naturally wants the organization to run in accordance with what is mandated in the spirit of regional autonomy. However, in its implementation there are still many very significant deficiencies from Village Office employees that are reflected in attitudes and behavior. Therefore it is very necessary to foster and pay attention to the working spirit of the Village Office apparatus, in order to be able to support the Bengkalis Regency Government in implementing the regional autonomy.

Based on the results of interviews with several people related to the attitude of the behavior of the apparatus in the Village Office, the program went on. According to the resource person "The behavior of the apparatus in the Village Office has not been too well seen from how the apparatus serves, the apparatus will be happy to serve if people who are known to them if they do not tend to be indifferent and unfriendly service" (Monica, 01/25/2020). The next guest speaker is (Ibuk Siti, 01/25/2020) according to Ibuk Siti, the attitude in providing services at the office is too expensive and if there are personal problems, it will certainly be carried out to us who are innocent so that we cannot get good service from the apparatus. The next guest speaker was the staff at the Village Office. "According to the interviewees, sometimes in the provision of services we must be quickly constrained in its facilities, sometimes it is damaged so that it cannot provide optimal services and our performance has declined" (Fika, 01/25/2020). From the above interview, there are still many shortcomings, but as Headman has given a reprimand to every

guilty apparatus when giving an ignorant attitude or bringing personal problems into the work environment.

Until now, part of the public opinion is that the management of the Village Office Government especially the Pergam Village Office has not been able to serve the needs of the community optimally. On the other hand, the opinion of the majority of the community stated that there were still many Village Office government employees who did not seem to be community servants but as people who asked to be served. This is indicated if the community requires services, must go through convoluted procedures and Headman Leadership in Increasing motivation in part violates established norms. The performance and motivation of the Pergam Village Office apparatus, in carrying out their duties and responsibilities as community servants, which assist in providing services to the community have not been carried out to the fullest, due to unpreparedness and also the ability of Village Office apparatus has not been objectively owned. This can be seen from the emptiness of the Village Office equipment during office hours or the devices that leave early before working hours end. So that people who need help with public services cannot take care of their needs, because there are no tools in charge in their fields to help the community. This is where the role of a leader is highly demanded as explained according to Yasin (2001), suggesting that the success of an organization's business development activities is partly determined by the quality of its leadership or management and the commitment of the organization's top leadership to the required energy investment as well as the leader's personal efforts.

RESEARCH METHODS

Performance improvement is an important aspect for an organization that builds competitive advantage through the

role of human resources that carry out its organizational strategy. Therefore it is very important the role of a leader in encouraging all employees to contribute optimally to the achievement of organizational goals. According Suradinata (1995), said that: "Leadership is the ability of a leader to control, influence the thoughts, or behavior of others and to achieve predetermined goals ". According to Nimran (2004), leadership is a process of influencing the behavior of other people to behave as they would like.

Many opinions say that: leadership was born not made, some say that leadership arises because of the encouraging situation. But in general leadership theories try to explain the factors that allow the emergence of leadership and the nature of leadership. According to Dubrin (2005), leadership is an effort to influence many people through communication to achieve goals, how to influence people with instructions or orders, actions that cause others to act or respond and cause positive change, important dynamic forces that motivate and coordinate organizations in order achieve goals, the ability to create confidence and support among subordinates so that organizational goals can be achieved.

From the above framework, it can be hypothesized that: 1) A leader has a great influence in increasing employee motivation through leadership. This can be seen from how leaders provide motivation to the Village Office apparatus, from the results of interviews that I got that the leadership in the Headman's office has been going well as it should be like giving opportunities to subordinates in contributing ideas, and leadership influencing apparatus such as giving an encouragement strong work requires a big accountability so that the apparatus will not assume the work that is given is trivial because it is always supervised by his superiors. 2) Work motivation significantly

influences employee performance. From the interview results it is clear that the office has a clear influence on motivation although it cannot change quickly, of course this takes time, as the apparatus in the Village Office has been motivated such as working with enthusiasm and willing to accept workloads without being jealous between one with others, and also up to now many Village Office apparatuses have received achievements for non-material performance results or awards, this is given to apparatus at weekly evaluation events, this will certainly encourage the spirit of other apparatuses in improving their performance.

Before knowing the population and sample size determined in this study, it will first be stated about the definition of population and sample. According to Sugiyono (2017), states that: Population is the area of generalization consisting of objects / subjects that have certain quantities and characteristics determined by researchers to be studied and then conclusions drawn.

The population according to Arikunto (2002), is "the whole subject of research". In other words the population is an entire unit equipped with the characteristics of the problem under study. In this study the authors take the population that is all Village Office devices in the Village Office Pergam Rupert District, and the number of residents who indirectly affect the performance of Pergam Village Office include: 1) Village Office Pergam officials as many as 16 people, 2) Communities in the Village Office Pergam as many as 2752 people.

According to Arikunto (2002), the sample is "Part or representative of the population under study". Meanwhile According to Sugiyono (2017), the sample is part of the number and characteristics possessed by the population. The samples of this study are: 1. Secretary Headman = 1 person, 2. Head of General Section = 1 person, 3. Head of Government Section = 1

person, 4. Head of Social Welfare Section = 1 person, 5. Head of Security and Order Section = 1 person, 6. PKK cadres = 2 people, 7. Head of Posyandu = 1 person, 8. Head of Environment = 11 people, Number = 19 people

Data collection techniques by submitting a list of questions to respondents related to research problems. This questionnaire was given to all Village Office Pergam and Village Office officials from the level of the Neighborhood Association, Citizens Association, neighborhood heads and organizations related to the Village Office. Interview (interview) is held a question and answer (face to face) with the company that has the authority to provide information / data needed in this study. Documentation, data collection with a variety of document / archive sources related to conducting research. Observation (observation), observation is a data collection technique by directly observing phenomena at the research site. This type of observation is a non-partisan observation that is the author does not do activities that affect the object under study.

The author uses the Headman leadership variable in increasing the work motivation of Village Office devices in Pergam Village Office, Rupert District, Bengkalis Regency, the operational foundation used is based on two variables, namely: 1) Headman leadership with the following indicators: Improving the welfare of Village Office devices; Creating a harmonious work atmosphere; Give awards for work performance; Be fair; Respect and Include; Equipping Work Facilities; Developing Potential; Punishment. 2) Increased Work Motivation with the following indicators: Work motivation; Work results: According to Sugiyono (2017), what is meant by data analysis is activity after the data from all respondents or other data sources are collected. Moleong 2010), "data analysis is the process of compiling data so that it can

be interpreted". Meanwhile, according to Sugiyono (2011), data analysis techniques are data reduction, data presentation and conclusion drawing, and data validity techniques using triangulation techniques. It can be concluded grouping data based on variables and types of respondents, tabulating data based on variables from all respondents, presenting data for each variable studied, doing calculations to answer the problem formulation and doing calculations to test hypotheses that have been proposed.

RESULTS AND DISCUSSION

Headman Leadership in Increasing Apparatus Work Motivation

Performance improvement is an important aspect for an organization that builds competitive advantage through the role of human resources that carry out its organizational strategy. Therefore it is very important the role of a leader in encouraging all employees to contribute optimally to the achievement of organizational goals. According to Gibson (1996) employee performance is the desired result of the offender. According to Maslow (1994), an employee's work motivation will affect the performance achieved purely only from the employee (internal) and from outside the employee (external).

To find out how Headman's leadership in increasing apparatus work motivation can be seen from the interview (interview) namely holding a question and answer (face to face) with the Village Office who has the authority to provide information / data needed in this study, the authors conducted interviews with Mr. Elvis Presly as Secretary of the Headman, Mr. Imron As Staff, Ms. Salbiah staff, Mr. Rosli Staff, Mr. Amen Raiser Honorer, Village Office Pergam on September 7, 2019 at the Pergam Village Office Office that the Headman uses a democratic leadership style to carry out his duties, so that in increasing the apparatus' work

motivation is easy to do because leaders want to listen and share information or opinions between leaders and subordinates so that motivation is easily increased. Documentation, data collection with a variety of document / archive sources related to conducting research. Observation (observation), observation is a data collection technique by directly observing phenomena at the research site. This type of observation is a nonpartisan observation that is the author does not do activities that affect the object under study. The sampling technique that is incidental sampling technique determination of samples based on chance, ie anyone who accidentally met with the researcher can be used as sampe, if viewed by people who happen to be suitable as a source of data

Based on the results of the author's interview with Mr. Elvis Presly as Secretary of the Pergam Village Office Pergam on September 7, 2019 at the Pergam Village Office Office, that the Headman used a democratic leadership style to carry out his duties. According to Gie (1972) states that motivation is the work carried out by a manager in providing inspiration, enthusiasm and encouragement to others to encourage people or employees so that they are excited and can achieve results as desired from these people.

In order for subordinates' motivation to be improved, the leader must be able to apply leadership in accordance with the existing situation and conditions, leadership contains two understandings, namely the applied leadership style and the efforts of the leader in fostering the work motivation of the Village Office apparatus. Low work motivation of the employees will result in hampered or not achieving organizational goals as expected. Therefore a motivation is needed so that the apparatus feel compelled and active in working as explained according to Mangkunegara (2005), suggesting that there are 2 (two) techniques for

motivating employee work, namely: (1) Techniques for meeting employee needs, meaning that meeting employee needs is fundamentals that underlie work behavior. (2) Persuasive communication techniques, is one technique to motivate employee work carried out by influencing employees extra logically. Vice versa, with a high state of motivation of the apparatus, this condition will support the achievement of the objectives of the organization. According to Robbins and Coulter (2007) A leader is someone who can influence others and have managerial authority. While work motivation can encourage an employee to work diligently because motivation is a driver for someone in carrying out an activity to achieve the planned goals or objectives.

Broadly speaking, the leadership that has been carried out by the Headman in Pergam Village Office in increasing the work motivation of the apparatus is as follows: 1) Conducting Coordination Meetings between the Leadership Deliberations and Agency Agencies routinely at least 2x a month and added if necessary to establish communication with evaluation activities and work plans . 2) Providing guidance and direction every Monday to all Village Office Devices. 3) Continuously fostering Village Officers and applying reprimand sanctions starting from oral, written up to sentence in accordance with Government Regulation No. 53 of 2010 concerning Discipline of Civil Servants. The results of this study are supported by Halim (2002) who examines leadership analysis in increasing work performance in the Central Sulawesi Provincial Secretariat finding that leadership and motivation factors are determinants of high employee morale, especially in leaders who prioritize morality, highly educated and work experience.

The steps that have been and will be taken by Headman Pergam in coaching for Village Office apparatuses are as follows:

1) Carry out morning and afternoon morning parades, 2) Conduct coaching through service meetings. 3) Encourages employees' sense of belonging. 4) Implement embedded supervision. 5) Monitoring from room to room. 6) Give awards both morally and materially for employees who excel. 7) Imposing sanctions ranging from verbal, written reprimands to the application of penalties in accordance with Government Regulation No. 53 of 2010 concerning Discipline of Civil Servants. From the results of the author's analysis, the author uses eight indicators to assess the leadership of the Pergam Headman. The leadership of Headman in increasing the work motivation of the Village Office apparatus has been implemented with an average category that is quite good by covering: 1) The leadership of the Headman in improving welfare has been carried out in a reasonably good category. 2) Headman's leadership in creating a harmonious working atmosphere has been implemented with the category Good enough. 3) Headman's leadership in giving awards for achievements has been carried out in a fairly good category. 4) The leadership of the Headman in providing justice has been implemented in a fairly good category with 5) The leadership of the Headman in respecting the participation of the sub-district officials has been carried out in a fairly good category. 6) Headman's leadership in completing work facilities has been implemented in a fairly good category. 7) Headman's leadership in developing the potential of sub-district officials has been implemented in quite good category. 8) Headman's leadership in creating strict and fair sentences has been implemented in a fairly good category. An employee is said to be motivated.

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Efforts by Headman to Improve Work Motivation

The steps taken by Headman in increasing the work motivation of the

apparatus such as (1) morning parade has been carried out every morning before work, (2) conducted official meetings so as to develop the quality of self each apparatus, (3) Headman also evaluates once a week in order to see whether or not the performance of the apparatus is achieved, (4) applying to each apparatus that every given job has responsibility so that the apparatus feels compelled to feel that they have the burden given, (5) monitoring or controlling every work hour like seeing every room, so it does not there are apparatus who are lazy in working hours, (6) give awards to apparatuses who have good achievements both material and non material, (7) provide verbal or written reprimands for each apparatus who violates and must be sanctioned if it is true guilty and not favoritism .

The efforts made by the leader are able to motivate and the apparatus are also motivated, so this will be achieved, namely to improve the welfare of the Village Office apparatus. Based on the results of the study it can be seen that: leadership in the Headman Pergam in improving the welfare of the Village Offices has been said to be quite good. According to the lead speaker at the Headman's office, he was able to improve the welfare of his apparatus in terms of salary in accordance with the position and workload provided (interview: Mr. Elvis, 07/09/2019).

Creating a harmonious working atmosphere, Headman Pergam's leadership in promoting a harmonious working atmosphere in the Village Office organization environment is already said to be quite good. According to the informant the work atmosphere in the Headman's office has been categorized as good, it is clearly seen that the leader really appreciates his subordinates and a good leader certainly knows that without a subordinate, the role of the leader in achieving goals is very difficult, in this case the leader also always complements the facilities in each room for apparatus needs

in order to create a comfortable impression so that the desired relationship such as harmony between fellow officers will be easily established (Interview: Mr. Elvis, 07/09/2019).

Existing work situations and conditions will affect the work motivation of the device, and good work environment situations and conditions will be able to foster or can increase the work motivation of the device.

Giving Appreciation for Work Achievement, Pergam's Headman in running the wheels of government always gives awards to government officials who excel in working, including in the Good enough category. "According to the award speaker at the Headman's office it is very important because it will arouse enthusiasm in every apparatus to compete in giving good performance results, without having to be jealous of one another, because I myself am also convinced of the potential that everyone has, because all those people are able to work well and smart in everything depends on how they use their own mindset "(Interview: Ibuk Salbiah, 07/09/2019). Although the form of appreciation given is sometimes only in the form of thanks, praise or fair acknowledgment of the success that has been achieved. But that will certainly have an impact on the environment of the organization where he feels motivated and feels proud of the results of his performance and will always improve his work.

CONCLUSION

Headman Pergam menggunakan gaya kepemimpinan yang demokratik untuk melaksanakan tugasnya, sehingga dalam meningkatkan motivasi kerja aparatur mudah dilakukan karena pemimpin mau mendengarkan dan berbagi informasi ataupun pendapat antara pemimpin dan bawahan sehingga motivasi mudah ditingkatkan.

The steps taken by the Headman in increasing the work motivation of the apparatus have been running optimally. The efforts of the Headman in increasing the work motivation of the Pergam Village Office have been said to be quite good in terms of facilities, harmony, and also the Headman always makes safe observations that are very useful for other apparatuses, so that in carrying out their duties they know that each burden is a given responsibility big that must be borne by each individual.

ACKNOWLEDGE

The author would like to thank: (1) Mr. Ahmad Tarmizi, S.Ag as the Village Head in Pergam Village, (2) Mr. Elvis Presly as the Secretary at Pergam Village.

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