

The Role of Leader in Fostering Village Government Administration in the Hila Village Leihitu Subdistrict Central Maluku Regency Maluku Province

Peranan Camat Dalam Membina Administrasi Pemerintahan Desa di Negeri Hila Kecamatan Leihitu Kabupaten Maluku Tengah Propinsi Maluku



Hendry Selanno

Public Administration Study Program, Faculty of Social Science and Political Science, Universitas Pattimura Ambon
 Ir. M. Putuhena Street, Poka, Maluku, Indonesia
 endox_selanno@yahoo.co.id

* Penulis Korespondensi: endox_selanno@yahoo.co.id

ARTICLE INFORMATION	
Keywords Role; Leader; Government; Administration;	ABSTRACT The purpose of this study was to find out the role of leader in fostering government administration in the Hila Village, Leihitu Subdistrict, Central Maluku Regency. This has an important connection with public service where he role according to Katz and Kahn, Role is a dynamic aspect of status. If someone carries out their rights and obligations according to their position, he / she carries out a role. The method used in this research is descriptive qualitative. Data collection techniques in this study were observation and interview techniques. The informants in this study were 8 people consisting of sub-district office staff and village officials. This research data was analyzed by using the stages of data collection, data reduction, data presentation, and conclusions drawing or data verification. The results of this study indicated that the role of Leader in fostering village government administration in the Hila village, Leihitu District, Central Maluku Regency had not been yet maximal based on Government Regulations No. 17 of 2018 concerning the Subdistrict, namely: Through Guidance, Supervision, Consultation and Facilitation. The conclusion, the Leader was less aware of his responsibilities in fostering village government administration. For this reason, it is expected that the Leader of Leihitu must carry out his functions and roles to the maximum extent possible in fostering Village Government Administration in the village Hila village, Leihitu District, Central Maluku Regency.
Kata Kunci Peran; Pemimpin; Pemerintahan; Administrasi;	ABSTRAK Tujuan dari penelitian ini adalah untuk mengetahui Peranan Camat Dalam Membina Administrasi Pemerintahan di negeri Hila Kecamatan Leihitu Kabupaten Maluku Tengah. Hal ini mempunyai kaitan penting dengan pelayanan publik dimana Peranan menurut Katz dan Kahn merupakan proses dinamis kedudukan (status), apabila seseorang melaksanakan hak dan kewajibannya sesuai dengan kedudukannya, dia menjalankan suatu peranan. Metode yang digunakan dalam penelitian ini adalah deskriptif kualitatif. Teknik pengumpulan data dalam penelitian ini adalah teknik observasi dan wawancara. Informan dalam penelitian ini berjumlah 8 orang yang terdiri dari pegawai kantor camat dan aparat pemerintah negeri. Untuk menganalisa data penelitian ini menggunakan tahapan pengumpulan data, reduksi data, sajian data, dan panarikan kesimpulan atau verifikasi data. Hasil penelitian ini menunjukkan bahwa Peranan Camat Dalam Membina Administrasi Pemerintahan Desa di Negeri Hila Kecamatan Leihitu Kabupaten Maluku Tengah dilihat berdasarkan PP No. 17 Tahun 2018 tentang Kecamatan yaitu: Melalui Bimbingan, Supervisi, Konsultasi dan Fasilitasi dapat dinyatakan Belum maksimal. Karena Camat kurang sadar akan tanggung jawabnya dalam membina administrasi pemerintahan desa. Untuk itu, diharapkan Camat Leihitu harus melaksanakan fungsi dan perannya semaksimal mungkin dalam membina Administrasi Pemerintahan Desa Di Negeri Hila Kecamatan Leihitu Kabupaten Maluku Tengah.
Article History Submitted 16th August 2019 Reviewed 30th Nov 2019 Accepted 7 th February 2020	Copyright ©2020 Jurnal Aristo (Social, Politic, Humaniora) This is an open access article under the CC-BY-NC-SA license. Akses artikel terbuka dengan model CC-BY-NC-SA sebagai lisensinya.



Introduction

The administration of the government according to Law number 23 of 2014 concerning regional government is intended to accelerate the realization of people's welfare through improving community services. Based on this paradigm requires government officials in autonomous regions to provide optimal services to the community. Theoretically, regional autonomy will be able to improve the quality of public services because it can create an equal bargaining position between the regional government as the service provider and the community as the service user.

Regional autonomy shall encourage active participation of regions in poverty alleviation and to improve social welfare in regions which is included as one great agenda of national development. Development, essentially, is a series of continuous efforts to achieve prosperous living of community both physically and mentally. Active participation of society in development is necessary since they are object and also subject of the development, thus participatory development models have been developed (Simangunsong and wicaksono, 2017).

Regard with implement regional autonomy to the Constitution's mandate, local bureaucracy should be reformed in all aspects, including reforms of management in order to be in accordance with dynamics of development of the strategic environment. Management becomes a vital factor in the implementation of bureaucratic reform in order to achieve successful implementation of regional autonomy in Indonesia (Simangunsong and Hutosit, 2018).

In the field of government, the development of the government apparatus is directed at creating more efficient, effective, clean and authoritative apparatuses and is able to carry out its duties properly based on the spirit and attitude of serving the community. In connection with this, the government apparatus is required to have knowledge, skills, willingness to work, discipline and even become a role model for the community environment in the subdistrict.

Subdistrict is the level of government that has an important role in the implementation of services to the community. It makes the Leader as the spearhead in the implementation of general government duties and part of the affairs of autonomy delegated by the Regent / Mayor to be carried out in the subdistrict area. The authority delegated from the regent to the leader in carrying out his duties to handle part of the affairs of regional autonomy can be seen in the explanation of Law Number 23 Year 2014 concerning Regional Government in Article 224 paragraph (1). It is explained that: Subdistricts are headed by a subdistrict head, which is

called the leader who is located and is responsible to the regent / mayor through the regional secretary

Then, in Article 225 paragraph (1) letter g states that the Leader has the duty to foster and supervise the administration of village governance. The definition of guidance in this provision is in the form of facilitation of village regulation making and the realization of good governance administration. In article 1 paragraph 15 Government Regulation No. 72 of 2005 concerning the Village states that Coaching is the provision of guidelines, standards for implementation, research planning, development, guidance, education and training, consultation, supervision, monitoring, general supervision and evaluation of the implementation of village government implementation. Facilitation in question is an effort to empower autonomous regions through Guidance, Guidance, Training, Direction, and Supervision (Kansil, 2004).

The task of fostering the subdistrict head towards the village government contained in Government Regulation Number 43 of 2014 concerning Villages and Government Regulation Number 17 of 2018 concerning Subdistricts basically has similarities in carrying out the tasks of fostering and supervising the village government. In general, the success of the implementation of village autonomy is very dependent on the ability of the village government apparatus and the government above it.

Fostering is an improvement over something. Through fostering, it is hoped that the village government as a government dealing directly with the community is expected to be able to provide more optimal and quality services to the community so that effective governance can be created. The leader fosters and supervises the administration of the village government in accordance with the provisions of the statutory regulations of the village (Government Regulation No. 17 of 2018).

Fostering can also be done through: Guidance, Supervision, Facilitation and Consultation on the implementation of village administration and the Village Head. The role of the Leader as the Village Administration coach is very important in spurring village development. The slow development of the village can be seen from the disorderly management of the village administration.

Village Administration as a driving force for village governance is crucial to the management of village governance, which includes:

- 1) General Administration consisting of: Village Decision Book, Village Head Decision Book, Village Wealth Book, Agenda Book, Expedition Book, Village Apparatus Book, and Village Land book.

- 2) Population Administration includes: Resident Book, Temporary Population Book, Population Development Book, Family Card Book, Resident's Book, Population Book.
- 3) Village Finance Administration includes: Village budget books, General Cash books, Assistant Cash Books (Wijaya, 2002).

This administration is very vital because the village is the spearhead of the government, which is directly dealing with the community and all matters of correspondence, land, procedure systems, ID cards, and buying and selling that are carried out in the village government. Therefore, the administrative arrangement is needed in the village government because it is not only useful for development village but as a benchmark for nation building because, village development is an integral part of nation building.

The phenomenon that is seen at this time is the disordered Village Government Administration. There are still many village registration books that have not been filled, village structures that are not filled and empty village monographs. This book is not only useful for village development but also for regional and national development. Besides, it shows the disorderly arrangement of village administration.

The need for fostering village administration with guidance can guarantee government tasks. Guidance to village administration is important because administration is the completeness of government organizations. organizational activities can not be carried out without administration.

So far, the form of training has been provided in the context of fostering to improve the performance of government officials, especially the Village Head. These activities can be seen in the table below.

Year	Activities	Target	Fostering	Note
2015	Apparatus Capacity Building Training for Head of Development affairs.	Head of Village Government and Secretary of Village	Leader and related agencies	Finish
2016	-	-	-	Not Yet
2017	Training in managing village finance.	Head of Village Government	Leader and related agencies	Finish
2018	Training on Procedures for Implementing the Village Budget and Revenue.	The Head of Development affairs in the Leihitu sub-district.	Leader and related agencies	Finish

Data source: Leihitu subdistrict Office, Central Maluku Regency 2019

From the description of the table above, there is a phenomenon that supports the conducting of research.

There were some supporting indicators of this research, namely:

1. The lack of orderly management of the Village administration. It could be seen that there were still many village administration books, village monographs that had not been clearly contained, even though the book was not only useful for village development but also for regional development.
2. There were indications that the training provided to village officials is not optimal in the context of fostering in carrying out village government administrative activities and the training that has not been carried out to improve the orderly administration of village administration.
3. In addition, there were indications that the subdistrict also rarely conducted direct supervision of the village apparatus performance in controlling village administration.

Research in several villages, it was found that the practice of village administration in the Maluku province is still weak in the knowledge of making village regulations, village income and expenditure budgets, the formation of village-owned enterprises, registration of village population and village assets. For the purposes of research, time, funds and resources, the author only focuses his research in the village of Hila, Leihitu subdistrict, Central Maluku Regency. The reason the author chose hila village is because based on the writer's observation there are still some complaints from the public regarding administrative services provided by the government. The hypothesis in this study is that if the development of village administration can be done well it will improve optimal services so that effective governance can be created. Based on the description of the background that has been stated above, it is interesting for the author to conduct research entitled: The Role of Leader in Fostering Village Government Administration in the Hila village Leihitu subdistrict Central Maluku Regency Maluku Province.

Library Study

Role of Leader in Fostering

Role is a dynamic aspect of status. If someone carries out their rights and obligations according to their position, he / she carries out a role. The difference between position and role is in the interest of science. Both cannot be separated because one depends on the other and vice versa (Katz and Kahn in Purnimie Titisari. 2014). Everyone has a variety of roles that come from patterns of life. It also means that the role determines the duty for the community and opportunities given by the community (Soekanto. 2010). The role is defined

as a pattern of behavior expected by society from people who have a certain status(Dougherty and Pritchard in Tutik Asmarani. 2015).

In essence, role theory emphasizes the nature of the individual as a social agent. This theory is a theory of behavior in accordance with the position it occupies in the work environment and society (Gratia and Septiani. 2014). When someone occupies a position in his work environment, he will interact with other things or other people as part of his job. An organization is a system of interdependencies between parts of an organization. The performance of one individual will depend on the activities of other individuals.

The role includes three things, among others:

1. The role includes norms that are related to a person's position or place in society. The role in this sense is a series of regulations that guide someone in community life.
2. The role is a concept of what individuals can do in society as an organization.
3. The role can also be said as an individual behavior that is important for the social structure of the community (Levinson in Soekanto. 2010).

The role is important since it regulates a person's behavior and causes someone to certain limits to predict other actions. Thus, the person concerned will be able to adjust his own behavior to the behavior of the group.

The concepts of role according to in the book "Management Encyclopedia" are as follows:

1. Part of the main tasks that must be done by management
2. Patterns of behavior that are expected to accompany a status
3. Part of a person's function in a group
4. The function that is expected from someone or becomes a characteristic that is in him.
5. Function of each variable in a causal relationship (Komarudin. 1992).

This understanding indicates that the role is an assessment of the extent to which a person's function or part in supporting the effort to achieve a set goal or measure regarding the relationship of two variables, which is a causal relationship. The role is a series of behaviors that are expected to be carried out by someone. Such expectations are a norm that can lead to a role. At the organizational level, it applies that the more we can understand the concept of role, the more we can understand precisely the alignment or integration between the goals and mission of the organization (Thoha in Hesel Tangkilisan. 2005).

Leadership is one of the determining factors for an organization's success. The existence of a leader greatly influences the progress and development of an organization he leads (Surya. 2013). The leader is someone who directs an activity that exists in an

organization and has a great responsibility for subordinates and other organizational resources to achieve a desired goal. In addition, a leader is also a person who must have the courage to make decisions about a problem facing the organization. The leadership of an organization in carrying out its duties and functions, must understand the meaning and objectives to be achieved in order to advance and improve the performance of the organization they lead. A leader is also required to always be able to carry out their duties or obligations properly.

The leadership function is part of the main task that must be carried out by a leader (Wahyosumidjo. 2012). This implies that the leadership function plays a significant role in generating positive ideas and ideas for the survival of the organization. A leadership will be effective if carried out in accordance with its function. In general, the leadership function is directly related to the social situation and life of the respective organizational groups. This implies that every leader is inside and outside the situation. Thus the opportunity for leaders to realize leadership in accordance with the social situation that they develop.

Related to the leadership function, argues that there are two leadership functions including; 1) task oriented or problem solving function, in the form of a leader function giving advice in solving problems and contributing information and opinions, 2) Group maintenance function or social function, in the form of leadership functions that help the group operate more smoothly, as well as giving approval or completing group members others, for example, bridge groups that are in conflict, pay attention to group discussions (Stoner in Wahyosumidjo. 2012).

The role of leader or leadership in an organization or company has 4 (four) forms, namely:

1. Roles that are interpersonal. The interpersonal role in an organization is that a leader in a company or organization is a symbol of the existence of the organization, a leader is responsible for motivating and giving direction to subordinates, and a leader has a role as a liaison.
2. The role that is informational. The role that is informational means that a leader in the organization has a role as a giver, receiver and analyzer of information. Information is at the heart of the quality of the company or organization. Submission or dissemination of information must be designed so that the information actually reaches the intended communicant and provides the expected benefits.
3. The role of decision making The role of leaders in decision making means that the leader has a role as a policy maker to be taken in the form of business strategies that are able to

develop innovation, take opportunities or opportunities and negotiate and run a business consistently.

4. Supervision is one function in the management of an organization. Where has the meaning of a process of monitoring and evaluating an activity. Supervision is said to be important because without good supervision it will certainly produce unsatisfactory objectives, both for the organization itself and for its workers (Siagian. 2011).

Organizational fostering is a business plan that covers the organization as a whole and is managed from the top of the leadership to improve the effectiveness and health of the organization through planning interventions in organizational processes using behavioral science. Fostering as a concept that is always used to spur growth in various sectors has always received attention from the government (Thoha. 2003).

Subdistrict as public organizations led by a leader has a role in fostering the implementation of village government. Therefore, the leader as the leader must take steps or activities to be taken in fostering the implementation of the village government. In carrying out its role as a coach of the village government administration, leader must also establish good communication with the village government so that the village government can consult if there are work difficulties.

The fostering has responsibility for the implementation of development while the development will succeed if the community knows and understands what they should do as a driving force for development. Because of this reason, leader as a representative of the government is expected to carry out various fostering for the social institutions that exist in his work environment.

Leader is a district / city apparatus, not as head of region. In addition to carrying out the general duties of the government, the Leader also carried out the duties of authority granted by the Bupati, which was expected to play an active role in assisting the administration of village governance. The formation of subdistricts is determined by regional regulations (Nurcholis.2005).

In Government Regulation Number 17 of 2018 Article 10 letter (g) The task of the leader is in fostering the implementation of village and / or village administration. For this reason, the leader has tasks in coaching and supervision includes:

- a. Guide and overseeing the orderly administration of the village government and / or kelurahan.
- b. Provide guidance, supervision, facilitation, and consultation on the implementation of village administration and / or kelurahan.

- c. Conduct guidance and supervision of the village head and / or lurah.
- d. Conduct training and supervision of village officials and / or kelurahan.
- e. Evaluate the administration of village government and / or kelurahan at the subdistrict level.
- f. Reporting the implementation of fostering and supervision of the administration of village and / or kelurahan government at the subdistrict level to the regent / mayor.

Fostering is done so that all performance can achieve what the organization and individuals aspire to (Nurcholis. 2011). Therefore, the role of the Leader in fostering has a very important role, because it is one of the supra-village institutions in the subdistrict government hierarchy, where one of its tasks is to provide guidance and supervision of village government in order to orderly government administration.

Village Government Administration

In a narrow sense, Village Administration is the whole process of organizing writing, correspondence, storage, manuscript management and all the records carried out by the apparatus in order to achieve the objectives. Village administration is the whole process of data collection and administration and development, by utilizing the capabilities of the administrative / village apparatus as well as existing resources to achieve the set goals, namely the realization of increased participation in government and development and the administration of extensive and effective administration (Central Maluku Regional Regulation No. 10 of 2006).

Furthermore, the regional regulation explained about the Government of the Republic of Indonesia is the administration of government affairs by the government of the village and village officials in regulating and managing the interests of local people based on local origin and customs and recognized and respected in the Republic of Indonesia unitary government system. The importance of coaching in this case is fostering the administration of the Village because without administration it is impossible for an organization's activities to be carried out.

Village Administration as a driving force for the village administration greatly determines the management of the village government. The Village Administration consists of:

1. General Administration, which consists of: Regulations Books of Village, Government Decree Books of Village, Inventory Data Books of Village, Devices Data Books of Village, Village-owned land books/ village treasury books, land data books of Village,

Entry Agenda Books, Exit Agenda Books, Expedition Book.

2. Population Administration includes: Book of Population master Data, Book of Population Mutation Data, Book of Temporary Population, Book of Population development, Book of Family card, Book of Residents' ID card, Book of population number.
3. Financial Administration includes: Books of Budget and public expenditure revenues, Book of General Cash, Book of Assistant Cash.
4. Development Administration includes: Book of Development plan, Book of development activity, Book of activity inventory, book of cadre.

The administration book is distributed in the form of packages to the village/Administrative Village through technical guidance and training by the district government. In conducting orderly administration of the village administration, the government of the village / Administrative village records the administrative data in the book of the village administration. According to Central Maluku Regency Regulation Number 10 of 2006, the village is a unit of territorial geneological customary law community that has territorial boundaries, has the authority to regulate and manage the interests of the local community. Based on the rights of origin and local customs and acknowledged and respected in the system of Government of the Unitary State of the Republic of Indonesia.

Meanwhile, according to Law Number 23 of 2014 concerning Regional Government, villages are legal community units that have regional boundaries that are authorized to regulate and manage the interests of the local community, based on local origins and customs that are recognized and respected in the unitary state government system republic of Indonesia. As according to Law number 23 Year 2014 concerning Regional Government, Regional Government consists of Village Government, namely: Village Head and Village Equipment and Village Consultative Body or referred to by other names. According to Article 26 of Law Number 6 Year 2014 concerning Villages, the Village Head has the task of carrying out the construction of village community development villages, and empowering village communities. in carrying out the tasks referred to in paragraph (1), the village head has the authority among them:

- a. Lead the administration of the village government;
- b. Appoint and dismiss village officials;
- c. Hold the power of village financial management and assets;
- d. Establish Village Regulations;
- e. Establish village income and expenditure budgets;

- f. Fostering the life of the village community;
- g. Fostering peace and order in the village community;
- h. Fostering and improving the village economy and integrating it in order to achieve a profitable scale economy for the greatest prosperity of the village community;

Therefore, Village Government Administration is a series of activities carried out in the framework of organizing village government. A village heads, using its capacity in village government, is able to mobilize the community in their participation in the development and realization of democracy to achieve their objectives in order to improve people's living standards (Widjaja, 2002).

To more easily examine this problem, the authors make a framework of thought as follows

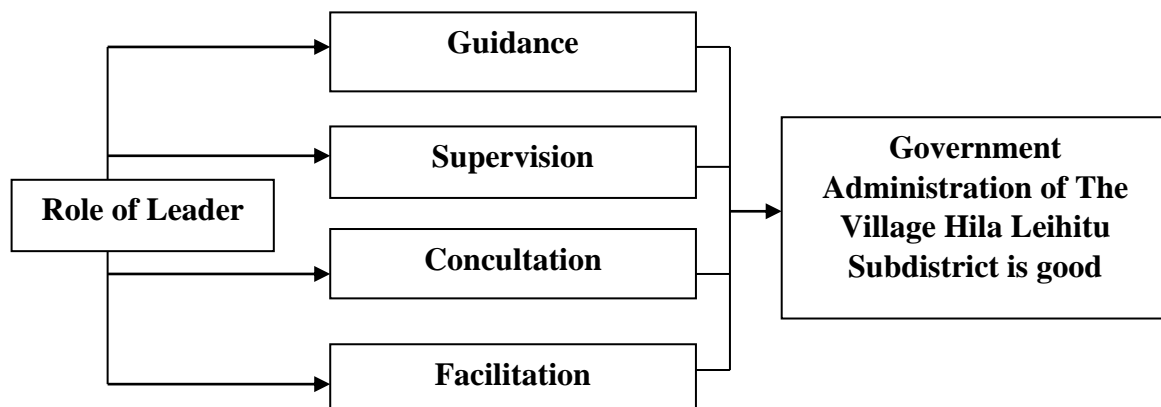


Image 1 Framework

Data source: Government Regulation No. 17 of 2018

Method

This research used a Qualitative Descriptive approach. According to (Moeleong 2011), qualitative methodology is a research procedure that produces descriptive data in the form of words written or spoken from people and observable behavior. The location of this research was at Leihitu subdistrict Office and Village Hila Office, Leihitu subdistrict, Central Maluku Regency. The key informants in this study were employees who work at the subdistrict office leihitu as many as 4 people consisting of (Leader, Leader Secretary, Head of Government Section and Head of General Staffing Section) and the Government Officials, totaling 4 people (Head of Village Government, Secretary of Village, Head of General Affairs and Head of Counseling). Thus, the number of samples was 8 people.

To obtain data, the instruments used in this study are: a) Observation was to make a direct observation of the object to be studied in obtaining accurate data and information. b)

Interview: i.e. direct interview that the writer does by using a list of questions that had been prepared in advance to the informant to be answered. A study is a qualitative research if data analysis was done inductively, where qualitative researchers are more interested in micro-parts (Creswell, 1994). This research was a descriptive qualitative research, with more descriptive nature of the results of interviews and documentation studies. Therefore, the data that had been obtained are analyzed inductively and described in descriptive form. Inductive analysis was used to look for models, patterns, or themes.

Operational variables about the role of the leader in fostering village administration in the Village Hila, Leihitu subdistrict, Central Maluku Regency was a single variable (monovariate). It is contained in Government Regulation No. 17 of 2018 article 10 letter g.

The problem to be investigated can be measured by indicators as follows:

- a. Guidance. it is the efforts made by the leader in providing training, work meetings, and giving direction in the implementation of tasks.
- b. Supervision. the leader conducts direct supervision through visiting the village, and indirect supervision by requesting reports.
- c. Consultation. It is to provide input, receive complaints, and provide an explanation of work difficulties.
- d. Facilitation. It is the leader facilitating village activities in the context of organizing village government by providing supporting facilitation to village governance administration, providing facilitation for implementing duties of the head of village government, and facilitating inter-village cooperation.

Data analysis in qualitative research was carried out at the time of data collection takes place, and after completion of data collection within a certain period. Qualitative data analysis can be done interactively and continually until it is completed and saturated. Interactive analysis, introduced was aimed at carefulness and maintaining the quality of research results. In this interactive analysis, each component of data collection, data reduction, data display and conclusion of the results was carried out 'simultaneously' or in a cycle. Data analysis was carried out through three stages, namely; data reduction, data presentation and conclusion drawing (Miles & Huberman. 2014).

The data analysis technique used in this study was to use steps as proposed. The process of data analysis can be described as follows: a) Data Condensation, which was collecting data in the field, simplifying, abstracting and transforming data with the aim of further sharpening, classifying, directing, selecting data in accordance with the exact

problem. b) Data display (data presentation) was carried out in the form of narratives, matrices, schemes, and images with the intention to make conclusions easier. c) Conclusion / verification (verifying and drawing conclusions), namely verifying the data obtained to look for meaning, noting the regularity of patterns, causal relationships that can be used as a conclusion, and drawing conclusions (Miles & Huberman. 2014).

Results and Discussion

To analyze the existing data, a qualitative descriptive analysis was carried out to find out and understood how the role of the leader in fostering the administration of village government in the village Hila of Leihitu, Central Maluku regency. Data collection was done through interviews with the four indicators. Each indicator consisted of two to three questions that were representations of one single variable. Therefore, overallly, there were eleven questions in interviews conducted with informants. The main problem was how the Role of the Leader in Fostering Administration of Village Government in the village Hila, Leihitu subdistrict, Central Maluku Regency.

Organizational guidance aimed to develop individuals, groups, and / or entire systems in the organization as a whole. Fostering can be interpreted as an effort to bring a situation that should occur or maintain the situation as it should. Fostering aimed to increase the ability, enthusiasm in doing work and discipline in carrying out tasks that were the responsibility and do not have attitudes and actions that are contrary to work. it is necessary to increase the capacity of the Government Apparatus to improve the competence, professionalism and management capabilities of government officials in accordance with the needs for support government administration, development management and community empowerment facilities. Village government is a driver or implementation of government activities in achieving various development successes.

Leaders generally lead the administration of the government, both the government in the village and the kelurahan government, the tasks of development and the life of the community and the coordination of vertical agencies. As an official of the village government, coach as regulated in government regulation number 17 of 2018 regarding the subdistrict, the leader should have a training program. Therefore, the guidance carried out was directed in accordance with the aims and objectives of the village government, so that the training can run well. The guidance program that must be carried out are:

- a. Guidance. it is the efforts made by the leader in providing training, work meetings, and giving direction in the implementation of tasks.

- b. Supervision. the leader conducts direct supervision through visiting the village, and indirect supervision by requesting reports.
- c. Consultation. it is to provide input, receive complaints, and provide an explanation of work difficulties.
- d. Facilitation. The leader facilitates village activities in the context of organizing village government by providing supporting facilitation to village governance administration, providing facilitation for implementing duties of the head of village government, and facilitating inter-village cooperation.

As previously explained, the one who provided the guidance was the leader and his staff, while those who were trained were village government officials. The results of the author's research on the Role of Leader in Fostering Village Government Administration in village Hila, Leihitu subdistrict, Central Maluku Regency can be measured based on the indicators, namely:

Guidance

Guidance is assistance provided by individuals (students) so that their potential is able to develop themselves optimally. With the guidance of the subdistrict, it was expected to be able to improve the quality of existing human resources and can increase the discipline and sense of responsibility that exists for a job so that the goals can be achieved as desired. There are several steps to do the guidance:

Training

Training is very supportive for work performance and achievement because training will add knowledge thereby increasing the quality of existing human resources in the village administration, knowing the procedures for implementing village government and the importance of orderly arrangement of the administration of the village. Based on research results, training for village governments is always given in increasing the capacity of village government officials. Every year the leader provides training to the village government apparatus in order to increase the capacity of government officials in carrying out their duties and functions in the administration of government.

Training can improve the quality of government apparatus because training will improve understanding in doing a job and will get better results so that the goal of implementing the government can be achieved because it was accompanied by the quality of reliable human resources. However, the statement was the result of the study, So far the

training program provided by the subdistrict government on the administration of the government does not lead to improving the administration of the village administration, while training in administrative administration is very much needed by the village government because it is a daily task.

Based on the statements of the informants above, it can be concluded that the Leader was not optimal in providing training to the village government apparatus because the training provided has not yet led to the improvement of administrative procedures. Whereas, this is very important to improve the ability of the village apparatus in serving the community.

The existence of a Working Meeting

By holding working meetings, the problems faced by each village government organization can be put forward and solved together, and can support the improvement of the performance of village officials with each other. Based on research results, Besides Training, Leader Often holds work meetings once a month by inviting heads of village government in subdistrict coordination meetings for matters needed and discussing services to the community. There is also a Working Meeting about Planning and Development Deliberation on at subdistrict level. The Leader often holds work meetings related to serving the community and discussing development programs and village Planning and Development Deliberation, which are carried out at the beginning of the current year or joint village regulations.

However, stated different things: The Leader almost did not hold a Working Meeting, or coordinate with us the government of the village even though all of them were very supportive of performance and triggered to make improvement. Similarly, who said that: The subdistrict government sometimes holds work meetings. This working meeting was very triggering to make improvements to the performance that had been done so far for the village government.

Then, the same thing was revealed by the informant: The Subdistrict Government rarely holds work meetings Whereas holding work meetings and gathering village officials is actually very helpful in implementing village government, wherein it can make improvements, can exchange ideas and assess the performance of each village so that work is more effective and efficient.

Based on the statements above, it can be concluded that the Leader in holding a work meeting on the village government apparatus has not been properly implemented because the leader still rarely holds work meetings with the Village government.

Direction

Direction is urgently needed by village government officials in carrying out the tasks of the Village Government because they can carry out their duties better by directing. The subdistrict government gave direction to the implementation of tasks according. Based on research results, Directives must be given if the government of the village does not understand in carrying out its tasks. The Leader often gives direction to the village government so that in carrying out the program of activities in accordance with what is planned or when Planning and Development Deliberation is held. However, the informant stated that: The Leader always gives direction to always build cooperation between villages, but if it is busy, sometimes through the head of section in the subdistrict about administrative operational technical instructions to the Village government with the aim of the village apparatus, they can understand the procedures for completing village administration. These statements were also reinforced by statements from the informants, who said that: The direction related to how we can provide the best service to the community is often done or one example is when a Planning and Development Deliberation is held, the leader often provides input on how to make development in the village work well so that it can benefit the surrounding community.

Based on the statements of the informants above, it can be concluded that the direction given by the Leader to the Government of the Republic of Indonesia was already going well. By directing the administration of the village government, the village government will be able to carry out its duties and functions properly.

Supervision

Besides providing guidance, the Leihitu subdistrict Government also supervised village officials in carrying out village government activities. Supervision was carried out by monitoring the activities of village officials and checking the completeness of village administration that was part of its working area. The purpose of the supervision was to find out the work done by the village government, whether it was appropriate or there were still deficiencies in carrying out administrative activities. The subdistrict government in

conducting oversight was divided into direct supervision and indirect supervision carried out by the subdistrict apparatus, namely the leader, subdistrict secretary and governance section.

Direct supervision

Direct supervision carried out directly by superiors was indeed very influential on the performance of subordinates. By direct supervision, it could improve the performance of existing human resources. Direct supervision was carried out by coming to the village to monitor and check activities carried out by the village apparatus in running the government, serving and managing the needs of its citizens.

Based on research results, The Leader rarely makes direct visits to the village related to the administration of the village administration, The subdistrict Government rarely conducts supervision by conducting direct supervision to the office. They usually only called to the district office if there are certain matters. If there is a program that is run in our village, the village government makes a report and we make LAKIP (Employee Performance Accountability Report) every year. We report every activity we do there.

Direct supervision really supported the implementation of the duties of village officials because the role of a superior is very obeyed by subordinates, so that direct supervision carried out by superiors is very decisive and makes a work that is efficient and effective. The role of the leader is very strong in the administration of the government towards the realization of the goal of autonomy.

Based on the statements of the informants above, it can be concluded that the Leader have not been maximized in conducting direct supervision through visiting the village in carrying out the administration of the village. The leader should preferably go down to the field because with direct supervision the work discipline will be visible and may increase.

Indirect supervision

The subdistrict oversees the activities carried out by village officials in the field of government and services to the community relating to administration. In addition to carrying out coaching and supervision of the village head, the sub-district government also has the task of fostering and supervising village officials, evaluating the implementation of village governance and evaluation carried out by looking at the results of direct supervision and reports on the implementation of village administration reported to the sub-district.

Based on research results, the subdistrict government supervises by conducting indirect supervision by asking for reports on population administration data and the

performance of the village Government. Indirect supervision is carried out by sub-district officials through public administration reports collected in subdistricts every year. This can also improve the effectiveness of the work of the government and be more disciplined in carrying out their work.

From various statements made by the informants regarding Supervision with direct supervision, it can be concluded that the leader conducted indirect supervision, namely by requesting a report on the administration of the government of the village. It has been running well because reports on population profiles or data are always collected every month.

Consultation

Consultation is a meeting / conference to exchange information and advice. By the consultation, the village government can raise the problems faced in the administration of government. By good communication, the consultation process will not be difficult to carry out.

Giving Feedback

It is providing input made by the subdistrict to the village apparatus to be able to understand the tasks given in carrying out their administration. Based on research results, the Leader often provides input related to village fund management in accordance with applicable regulations because the leader gives recommendations to the village government in the preparation of the Village / Village Budget and Revenue. Leader often provide input because in accordance with Governemnt Regulation number 17 of 2018. Leader has an important role in managing various matters. Sometimes, the Government of the village often comes to the subdistrict office to ask for input from leader in relation to Management of Village Budget and Revenue.”

Based on the statements of the informants above, it can be concluded that the Leader in providing input to the government of the village had run well because the leader always provided input to the government of the village in administering.

Receiving complaints.

Subdistrict authorities sometimes receive complaints from the village government if there were obstacles in the administration of their government. Based on research results, The Leader often receives complaints from the government of the village regarding the deficiencies in the village. In fostering village apparatus, the leader often involved us,

communities, who were in the village. The leader often asked for input from us, regarding complaints also about the shortcomings of what was in each village. So that the leader can foster village apparatus that are lacking in providing services to the community.

Based on the statements of the informants above, it can be concluded that the Leader has run the task well in receiving complaints from the government of the village according to what was expected.

Provide explanations

Consultation is in the form of providing explanations of the work difficulties faced by the village government. Based on research results, It is the duty of the Leader to provide an explanation of the difficulties of work for the government of the village such as in development, community development and community empowerment. In consulting each program and other problems, the subdistrict is always willing to provide input, and provide explanations on matters that have not been understood, this certainly supports the performance of the village apparatus.

Providing explanations for the implementation of the duties of the government of the village was an inherent task for the subdistrict parties because there were still many village apparatus that had not clearly understood the implementation of their duties. Therefore, based on the statements above, it can be concluded that the leader has run the task well in providing an explanation of work difficulties because the explanation given to work difficulties was expected to reduce the number of errors in the implementation of the duties of the village government.

Facilitation

Facilitation is an effort to facilitate the tasks and functions carried out to the government of the village. One of the factors of success in service to the community is adequate facilitation in supporting the work done. This applies in every service carried out by the government and the private sector. Without the support of facilitation, both in development, governance and community empowerment, it is impossible for the work to be completed properly and on time.

Administrative Support Facilities

Based on research results, In carrying out daily tasks, especially serving the community, we in the village really need supporting facilities such as computers, printers,

paper, ink, books and so on that are needed by an office. So far, the subdistrict has not provided our needs. The needs of the village are filling books, as well as facilities in carrying out community empowerment.

Therefore, based on the statement above, it is known that the Leader had not been properly implemented the task in providing facilitation for administrative support. Meanwhile, the facilities provided by the district would facilitate the village government in providing services.

Facilitate the duties of heads of village governments

The facilitation carried out by the subdistrict government regarding the Implementation of the Village Head's Tasks was expected to facilitate and assist the village head in carrying out his duties and functions. Based on research results, the Leader provides facilities to the duties of the head of the Village government by providing a motorcycle to make it easier for the head of the village government to carry out their duties. There have been efforts by the leader to improve the facilitation of village head duties by providing an official motorcycle to facilitate and assist village heads in carrying out their duties and functions. Thus, based on the above statement, it was known that the Leader had been carried out the task properly in facilitating the duties of the government head of the village. By giving the leader the official motorcycle, it would facilitate the village government in carrying out its duties.

Facilitation of Cooperation between village.

By the cooperation among the village government units, it can develop the quality of its human resources because of the enormous experience that can be gained at least. Based on research results, Meetings within the framework of cooperation between countries have been facilitated. There are already facilities and infrastructures such as rooms to conduct meetings. The difficulty is only in gathering heads of village governments. So far there are still rare meetings in the context of inter-village cooperation. The leader also did not provide facilitation for inter-village cooperation. Meanwhile, inter-village cooperation can lead to the achievement of the objectives of village autonomy.

Therefore, based on the statements of the informants above, it can be concluded that the leader has not been maximized in providing facilitation for cooperation among village because the leader had lack of concern in providing facilitation to the government of the village. The cooperation among countries was expected to be able to help each other and

exchange ideas one another. Cooperation can also quickly materialize the goal of regional autonomy because the village is the spearhead of the government.

Conclusion

Based on the results and analysis of the field research related to the role of leader in fostering the administration of village government in the village Hila, conclusions were specifically stated as follows: 1).Guidance, The results of the analysis above show that the leader has not fully run well the task in providing guidance to the Government of village because the training provided has not led to Village Government Administration and lack of work meetings conducted with the head of village government. 2).Supervision, From the results of the analysis above, it shows that the supervision carried out by the leader to the government has not yet fully run well because the sub-district government has never made direct visits to the village in controlling village administration. 3). Consultation, Based on the results of the data analysis above, it shows that the leader has been run well in Providing Consultation to the village government because the leader often gives direction in carrying out the tasks of the village administration. 4). Facilitation, From the results of the analysis above, it shows that the facilities provided by the leader to the Village government had not been well because the leader had not provided administrative support facilities and cooperation between the Village.

Acknowledgement

Thanks you very much to Public Administration Study Program, Faculty of Social Science and Political Science, Universitas Pattimura Ambon.

Reference

- Creswell, John W, (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*, Newbury Park Sage Publications.
- Fernandes Simangunsong dan Satrio Wicaksono, (2017) *Evaluation of Village Fund Management in Yapen Islands Regency Papua Province (Case Study at Pasir Putih Village, South Yapen District)* (Website : <https://www.scirp.org/journal/PaperInformation.aspx?PaperID=79319>)
- Fernandes Simangunsong dan Imelda Hutasoit, (2018) *Implementing Roadmap Model ahead Indonesian Bureaucratic Reform through Quick Wins Methods* (<https://www.abacademies.org/articles/implementing-roadmap-model-ahead-indonesian-bureaucratic-reform-through-quick-wins-method-7667.html>)

- Gratia, Angelina Ave dan Aditya Septiani, (2104)“*Pengaruh Gaya Hidup Sehat Terhadap Psychological Well-being Dan Dampaknya Pada Auditor KAP (Studi Empiris pada Auditor Kantor Akuntan Publik di Jawa Tengah Dan DIY)*”. Diponegoro Journal Of Accounting, Volume 3, Nomor 2, Tahun 2014
- Kansil C. ST, (2004). *Pemerintahan Daerah Di indonesia*. Jakarta; Sinar Grafika.
- Komaruddin. (1992). *Ensiklopedia Manajemen*, Bumi Aksara, Jakarta.
- Milles . M.B. Huberman, (2014). *Qualitative data analysis terjemahan*, Jakarta UI press
- Moleong, J.L, (2011). *Metodologi Penelitian Kualitatif edisi revisi Bandung* PT Remaja Rosdakarya
- Nurholis Hanif, (2005). *Pemerintahan dan Otonomi Daerah*. Jakarta; Bumi Aksara.
- Nurcholis, Hanif, (2011), *Teori Dan Praktik Pemerintahan Dan Otonomi Daerah*, Grasindo: Jakarta.
- Peraturan Pemerintah Nomor 17 Tahun 2018 Tentang *Kecamatan*.
- Peraturan Menteri Dalam Negeri Nomor 32 Tahun 2006 Tentang *Pedoman Administrasi Desa*.
- Peraturan daerah Kabupaten Maluku Tengah Nomor 03 Tahun 2006 *Tentang Negeri*.
- Purnamie Titisari. (2014). *Peranan Organizational Citizenship Behavior*.Bandung : Mitra wacana media.
- Soekanto, Soerjono, (2010). *Sosiologi Suatu Pengantar* Rajawali Pers, Jakarta.
- Sondang P Siagian (2011), *Manajemen Sumber Daya Manusia*. PT Bumi Akasara, Jakarta
- Surya (2013). *Manajemen Kinerja, Filsafat Teori dan penerapannya*, Pustaka Pelajar, Yogyakarta.
- Tangkilisan, Hesel Nogi, (2005) *Manajemen Publik*, PT. Grasindo, Jakarta
- Thoha Miftah, (2003). *Dimensi-Dimensi Prima Ilmu Administrasi Negara* Jakarta; PT. Raja Grafindo Persada.
- Tutik Asmarani.2015. *Peranan Kepemimpinan Kepala Sekolah Dalam Meningkatkan Motivasi Guru*. Bandung : Kresna Bina Insan Prima.
- Undang-Undang Nomor 23 Tahun 2014 Tentang *Pemerintah Daerah*.
- Undang-undang Nomor 6 Tahun 2014 Tentang *Desa*.
- Wahyosumidjo, (2012). *Kepemimpinan Kepala Sekolah, Tinjauan teoritik dan permasalahannya*, PT Raja Grafindo Jakarta

Wijaya, 2002. *Pemerintahan Desa dan Administrasi Desa Menurut UU No. 5 Tahun 1979* (Sebuah Tinjauan) PT. Raja Grafindo Persada. Jakarta.