

PERFORMANCE OF VILLAGE APPARATUS: CASE STUDY LEMPE VILLAGE OFFICE IN DAMPAL SELATAN DISTRICT, TOLI-TOLI DISTRICT

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Abstract

The aim of this research is to find out how the Village Officials perform at the Lempe Village Office, South Dampal District, Toli-Toli Regency. The method in this research is descriptive qualitative. The types of data used in this research are primary data and secondary data. The data collection technique in this research is by observation, interviews accompanied by direct documentation. There were 5 informants in this research, namely, the Village Head, Village Secretary, and 3 village residents. According to Suyadi Prawirosentono, the theory used in this research consists of 4 indicators, namely, Effectiveness, Responsibility, Discipline and Initiative. Based on the research results obtained, it can be concluded that the performance of village officials at the Lempe Village Office, South Dampal District, Toli-Toli Regency is quite good. It's just that there are still some things that are still not optimal, such as there are still officers who lack discipline in terms of time discipline. Many officers are late for work and some are found not to be at work during working hours. Lempe Village officials still show a lack of initiative in providing input or ideas or suggestions that are useful for developing progress in the Lempe Village office, this is due to the shame factor of young officials who actually have input, suggestions and ideas but didn't dare to say it.

Keywords: *Effectiveness, Responsibility, Discipline, Initiative.*

INTRODUCTION

Every organization, including public organizations, almost all realize that dynamic organizational development is a necessity to maintain existence and competitive advantage amidst ever-changing times. One form of maintaining the strategic advantage possessed by public organizations is the exploitation of human resources, especially in matters related to employee performance. (Rahmawati et al., 2022)

The challenge for organizations is how to maintain the performance of employees so they can work efficiently and validly. Evaluation of employee performance must be carried out by public organizations, especially in government organizations in order to increase the ability to differentiate employee performance so that public organizations are able to realize the abilities possessed by their employees and are managed well so that they are able to achieve organizational goals.

Basically, every human being needs a service, even in reality, a service cannot be separated from human life. The public always needs good and quality public services from the government, even though these demands are often not in line with existing expectations, because based on the services that have occurred so far they are still very complicated, ineffective and inefficient, and relatively expensive.

Public services are the most visible benchmark for government performance because the public can directly assess government performance based on the quality of service received, besides that, service quality is of interest to many people and can be directly felt

by all levels of society. Besides, it has become mandatory for the central government and regional governments to improve the quality of various services provided to the community.

According to Law no. 25 of 2009 concerning Public Services defines public services as an activity or series of activities to fulfill service needs in accordance with statutory regulations for every citizen and resident regarding goods, services and/or administrative services provided by public service providers.

Village government officials are a determining factor in the success or failure of development in the village. Village officials are required to be able to work in accordance with existing main tasks and functions. The quality of good village-level officials are those who are able to carry out their tasks well, working together with a high level of productivity which enables government goals to be achieved well. To achieve this goal, of course, it is necessary to have officers who have attitudes and behavior, as well as high performance, because with this performance everything that is carried out truly refers to applicable values, so that society can get a positive impact, namely service and improvement. high level of welfare and other benefits from development carried out together with the government.

The function of village government officials in providing services to the community. Village officials must have tasks, including improving the welfare of the community, maintaining peace and order in the community, implementing the principles of village governance that is clean and free from collusion and nepotism (KKN). , as well as carrying out good government administration.

Based on the mandate of article 18 of the Constitution Number 23 of 2014 concerning regional government, regional government administrators say that regional government administrators prioritize the implementation of government affairs to serve the community, so the government needs to strive to improve the quality of public services. This is supported by the good performance of officers so that it has an impact on the quality of services provided to the community.

In Law Number 6 of 2014 concerning Village Government, it is stated that "Village is a legal community unit that has territorial boundaries with the authority to regulate and manage the interests of the local community, based on local origins and customs which are recognized and respected in the government system. The Unitary State of the Republic of Indonesia".

The result of the performance of the apparatus is service to the community so that the service is said to be effective if the apparatus is successful in carrying out its main duties and functions. In other words, the success of the government's task at the village level in development depends largely on the work and capabilities of the existing apparatus. From this explanation, we can see that the position and role of village government officials is very important in determining the success of village development itself.

One real form of service from government officials can be seen from the performance of village office officials. The performance of officials in village offices reflects their duties and work achievements. Village officials as executors of village level government duties are required to be able to handle the obstacles faced in development efforts carried out by the

government. Village officials must be able to carry out their main function, namely providing services to the community well, deftly, effectively and efficiently. (Subadi, 2019).

Based on observations made in the field, it shows that Lempe village officials have not been able to provide services effectively and efficiently. This is because there are several indicators that have not gone well, namely issues of discipline and responsibility that have not been carried out well by Lempe village officials, such as there are still some Lempe village officials who are not on time when they come to the office, and there are also some Lempe village officials who are not present during office working hours.

In this research, the author uses the theory from Suyadi Prawirosentono (2012:27-32) regarding performance assessment which contains four (4) indicators, namely, effectiveness, responsibility, discipline and initiative. Where in the 4 indicators used there are still things that are not running optimally, such as in the discipline indicator, there are several Lempe village office officials who arrive late and there are also several officials who are not in the office during working hours, so this makes the service not run smoothly. Good. And in terms of responsibility indicators, there are still officers who do not carry out their duties and responsibilities according to their respective departments.

Based on the background explained above, the main problem that will be discussed in this research can be formulated as "How is the Performance of Village Officials at the Lempe Village Office, South Dampal District, Toli-Toli Regency"?

Objective: To determine and analyze the performance of village officials at the Lempe Village Office, South Dampal District, Toli-Toli Regency.

LITERATURE REVIEW

Previous research, research that has been carried out by researchers who provide various results of their research findings which can be used as references, points of reference and comparative references related to previous research include:

Agus Triani (2020) with the title ASN Performance in Services at the Patama Tax Service Office, Palu City. In this research the author uses Agus Dwiyanto's theory which contains five (5) dimensions, namely productivity, service quality, responsiveness, responsibility and accountability. The method used by researchers in this research is a qualitative descriptive research method, and in collecting research data the author uses observation, interview and documentation techniques. The results of this research show that the performance of ASN in the service at the Palu City Pratama Tax Service Office can be said to be quite good, but there are still several dimensions that have not been implemented optimally, namely in the dimensions of productivity and service quality which are still not good because during working hours there are still several the apparatus is not working and its services are often stopped due to system problems that often experience errors and inadequate facilities and infrastructure.

Agus Triani (2020) conducted research on the performance of State Civil Apparatus (ASN) in services at the Palu City Primary Tax Service Office with a focus on five dimensions, namely productivity, service quality, responsiveness, accountability and accountability. The results of the research show that the overall performance of ASN in

services at the office can be assessed as quite good. However, there are several dimensions that have not been implemented optimally, especially in terms of productivity and service quality.

Similarities, Productivity: Both sources stated that the productivity of ASN performance is still not optimal. There are indications that some personnel do not work during working hours, which can affect overall productivity.

Service Quality: Both sources agree that the quality of service at the Palu City Primary Tax Service Office is still not good. Problems such as service stopping due to system problems that often experience errors and a lack of adequate facilities and infrastructure are the main causes.

Differences, Responsiveness and Accountability: Although not explained in detail in the paragraphs provided, differences may emerge in how each source radiates and expresses aspects of ASN responsiveness and responsibility.

Accountability: Although both sources mention accountability as a dimension, there is no specific information about accountability-related findings in the paragraphs provided. Therefore, differences may emerge in terms of emphasis or specific findings regarding these dimensions.

Causes of Poor Performance: Although both state that productivity and service quality are poor, the causes mentioned may be different. For example, Agus Triani mentions system problems that often experience errors and lack of facilities and infrastructure, while the paragraph provided does not provide further information about the causes of poor productivity and service quality.

Performance

Performance is the quantity and/or quality of the work of individuals or groups within an organization in carrying out basic tasks and functions that are guided by norms, standards, operations, criteria and measures that have been determined or are applicable within the organization. (Torang, 2014)

The function of an organization's existence is to achieve a goal. For this reason, goals need to be described clearly to become a benchmark for success or failure in achieving these goals. To ensure the achievement of these goals, it needs to be managed by the leader of the organization. The activities of organizational leaders are essentially carrying out performance management.

Performance management is an ongoing communication process, carried out on a partnership basis, between an employee and his/her immediate supervisor, which involves establishing clear expectations and understanding of: 1. the important work functions that the employee is expected to perform, 2. How the employee's work contributes on organizational goals, 3. What is the concrete meaning of "doing a good job", 4. How work performance will be measured and, 5. Recognizing various performance obstacles and removing them.

Several definitions of performance management according to several experts include:

1. Performance management is a range of organizational practices that are involved in improving the performance of target people or groups with the ultimate goal of improving organizational performance (DeNisi, 2000)
2. Performance management is a broad set of activities aimed at improving worker performance (DeNisi and Pritchard, 2006)
3. Performance management is a systematic approach to improving business and team performance to achieve business goals

According to Dessler, the definition of performance management is the process of consolidating goal setting, research and performance development into a single, shared system aimed at ensuring employee performance supports the company's strategic goals.

According to the directorate general of budget, performance management is a strategic and integrated process that supports organizational success through developing the performance of aspects that support the existence of an organization.(Bintoro & Daryanto, 2017)

According to Afandi (2008: 83) "Performance is the result of work that can be achieved by a person or group in a company in accordance with their respective authority and responsibilities in an effort to achieve organizational goals legally, does not violate the law and does not conflict with morals and ethics"

Based on certain criteria that will apply to a particular job. Performance is organizational behavior that is directly related to the production of goods or delivery of services. Performance is often thought of as task achievement, where the term task itself comes from thinking about the activities required by workers. (Gibson, 1997). According to Robbins (2003) employee performance is a function of the interaction between ability and motivation. In the study of worker or employee performance management, there are things that require important consideration because the individual performance of an employee in an organization is part of the organization's performance and can determine the performance of the organization. The success or failure of employee performance achieved by the organization will be influenced by the level of performance of employees individually and in groups. According to Jhon Miner in Sudarmanto (2009:10) says that "performance is the level of success of an employee in carrying out work".

Factors That Influence Performance

According to Dale (1992) a person's performance depends on a combination of ability, effort and opportunities obtained. A pleasant organizational environment may be a key driver for organizational members to produce peak performance. Basically, a person's performance is an individual thing because each member of the organization has a different level of ability.

Robbins (1996) states that performance is a function of the interaction between ability (A), motivation (M) and opportunity (O), in other words the formula is $\text{Performance} = f(A, M, O)$. This means that performance is a function determined by these factors. Ambar (2000) states that fair and transparent career development opportunities and ownership of technical abilities can improve employee performance.

Agus Dwiyanto (1995: 45) Performance is the level of achievement of work results or the level of achievement of organizational goals, performance indicators are measures or variables that can determine the level of goal achievement, namely output, efficiency and effectiveness.

Suyadi Prawirosentono (1992:2) defines performance as performance, namely work results that can be achieved by a person or group of people in an organization, in accordance with their respective authority and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law. and in accordance with morals and ethics.

Wirawan (2009:197) says that performance is the output produced by the functions or indicators of a profession's work within a certain time.

Anwar Prabu (2004:67) defines performance as the quality and quantity of work achieved by an employee in carrying out his duties in accordance with the responsibilities given to him.

Sedarmayanti (2007:14) performance is the result or overall level of success of a person during a certain period in carrying out tasks compared to various possibilities such as work standards, targets and targets or criteria that have been determined in advance and have been mutually agreed upon.

According to Moheiriono (2012:95), performance is a description of the level of achievement of implementing a program of activities or policies in realizing the goals, objectives, missions and missions of an organization as outlined in an organization's strategic planning.

METHOD

The basis of this research uses field research methods, where the object of the problem is analyzed thoroughly as an inseparable unit, with the aim of obtaining information and informants. J. Supranto in Rosady Ruslan (2010:32) explains that this field research collects data or information directly by involving informants. Data was collected in original or natural conditions using data collection methods based on observations and interviews.

This research is qualitative in nature using a descriptive approach. Moleong (2006:1) defines qualitative research as an attempt to understand phenomena, such as the behavior and actions of research subjects, holistically and by means of special natural descriptions, using various scientific forms.

The types of data used in this research include primary data and secondary data. Primary data was obtained through in-depth interviews with the informants studied with the results of the researcher's observations. Secondary data comes from documents, books and written notes collected using document instruments and guidelines.

The source of research data comes from Lempe Village, South Dampal District, Toli-Toli Regency. The two main data sources are secondary data from literature searches, regulations, and data from the Lempe Village Office, as well as primary data obtained through interviews with the village head, village secretary, and several village residents.

A research instrument that involves researchers as a tool for collecting data. Interview guides, field notes, recordings and field observations support the researcher's role as an instrument in qualitative research.

Data analysis was carried out in three stages simultaneously, namely data collection, data condensation, and data presentation. Miles, Huberman, and Saldana (2014:31-33) state that this process involves selecting, simplifying, abstracting, and transforming data, followed by presenting the data through brief summaries, charts, documents, flowcharts, and the like. Drawing conclusions is carried out as the final step, where the initial conclusions are temporary and require valid and consistent evidence at the next stage of data collection.

RESULTS AND DISCUSSION

Organizational structure is a description of a harmonious work pattern, in which there are levels of division for each activity, so that you can easily find out the duties and responsibilities in carrying out activities effectively.

In connection with this division of work and to optimize community activities in general by employees of the Lempe village office, South Damal sub-district, this is implemented at the structural level.

The organizational structure of the Lempe village government, South Damal sub-district consists of village head, BPD chairman, LPMD chairman, village secretary, head of planning affairs, head of general and administrative affairs, head of financial affairs/treasurer, head of welfare section, head of welfare section, head of government section, head of service section, operator, head of hamlet 1, head of hamlet 2, head of hamlet 3, head of hamlet 4, head of hamlet 5, head of hamlet 6, head of hamlet 7. The picture of the Lempe village organizational structure is below.

Results of research on the performance of village officials at the Lempe Village Office, South Dampal District, Toli-Toli Regency

The performance of village officials, in this case, is an important element in human resources at the village level. This situation is strategic because the progress and development of a nation cannot be separated from human resources themselves which are the bridge for the progress and development of a nation. Humans as implementers of organizations and producers of work are required to be able to carry out the tasks that are their responsibilities.

Performance assessment is a very important activity because it can be used as a measure of the success of an organization in achieving its mission. By assessing performance, efforts to improve performance can be carried out in a more focused and systematic manner.

To measure the performance of village officials at the Lempe village office, South Damal sub-district, Toli-toli district, in this case the author uses the theory put forward by Suyadi Prawirosentono (2012:27-32) which consists of 4 indicators to assess the performance of public service organizations, namely effectiveness, responsibility, discipline, and initiative. Thus, the following research results have been obtained.

Effectiveness

An organization or company always strives so that the employees involved in it can achieve work effectiveness. The success of an organization in achieving its goals begins with the success of each employee involved. Effectiveness is a key element in achieving the goals or targets that have been set in every organization. Effectiveness is considered achieved if the goals or targets that have been previously set are successfully achieved.

Effectiveness is also often used as an indicator of success achieved by organizations or companies in relation to planned programs. To assess whether the performance of Lempe village officials is effective or not, the results of an interview with the Head of Lempe Village stated that: "In my opinion, the effectiveness of the performance of Lempe village officials is in line with targets. Village officials have carried out their respective duties and functions as optimally as possible in accordance with the vision and the mission of the Lempe village office, especially in administrative services to the community." (Results of interviews on Thursday, July 14 2023)

From the results of these interviews, it can be concluded that the effectiveness of the performance of Lempe village officials is quite good. Village officials have been able to carry out their duties in accordance with their functions and obligations based on the vision and mission at the Lempe village office.

An interview with the Lempe village secretary, who is also an informant, adds another perspective: "Lempe village officials already have their respective main duties and functions. Thank God, since I served as village secretary from 2021 until now, there have been several changes and improvements regarding services in Lempe village. "I see that village officials have carried out their duties in accordance with their respective main duties and functions." (Results of interviews on Thursday, July 13 2023)

This statement shows that village officials have carried out their duties in providing services to the community, causing positive changes and improvements.

An interview with a resident of Lempe village, Mr. Tahang, provides a perspective from the community's point of view: "I see that the performance of village officials, especially in service, is quite good. When I have a need at the village office, they serve it quickly without making things difficult for me so that my needs can be fulfilled." (Results of interviews on Thursday, July 14 2023)

Based on this interview, it can be concluded that village officials have provided services that satisfy the community and do not complicate administrative processes.

However, an interview with another resident, Mrs. Basma, revealed a different view: "Based on my experience, there are several Lempe village officials who don't really understand their work, causing the services provided to be less than optimal. When I was handling files in the village, I saw only there are 2 or 3 people in the office and the others haven't come, some haven't even come to work." (Results of interviews on Thursday, July 20 2023)

From this interview, it can be concluded that there are still some officers who do not understand their duties and responsibilities, resulting in delays in services and reducing their effectiveness.

An interview with Mr. Anca, another resident of Lempe village, provided a positive view: "Regarding effectiveness, I feel it is good. When I have business at the village office, the village officials serve me well without making things difficult so that my business can be resolved quickly." (Results of interviews on Thursday, July 19 2023)

From this interview, it can be concluded that the officers at the Lempe village office have carried out their duties well and tried to complete their tasks on time, making the service at the Lempe village office effective.

By summarizing the results of interviews with various informants, the researchers concluded that the work effectiveness of the officers at the Lempe village office was quite good. They are able to complete tasks on time, and the services provided to the community have met expectations and needs. Although there are several shortcomings recognized by some communities, overall, Lempe village officials are considered successful in achieving effectiveness in carrying out their duties and services to the community.

Responsibility

Humans, as social creatures, are faced with circumstances that require an attitude of responsibility in every role in life. Responsibility, as a characteristic of a cultured human being, is an important aspect that every individual must have. A responsible attitude has a positive impact, where a person will feel appreciated by others.

In the context of the world of work, an attitude of responsibility is an integral part of the performance of an institution. Responsibility reflects employee commitment in carrying out their activities and is the main indicator of work productivity. To measure the extent of responsibility of Lempe village officials, interviews were conducted with several informants.

The Head of Lempe Village, in his interview, stated: "I, as the head of Lempe Village, see that the officers under my responsibility have carried out their duties and responsibilities well in accordance with the rules of the Lempe Village office. If there are indications of negligence in their work or laziness, I will immediately reprimand the person concerned." (Results of interviews on Thursday, July 14 2023).

From this statement, it can be concluded that village officials have carried out their duties and responsibilities in accordance with applicable regulations.

The Secretary of Lempe Village, in his interview, added: "Currently, I see an increase in the responsibility of Lempe Village officials. They are now more independent in carrying out their duties without needing direction. They already understand and understand the functions and tasks they have to carry out." (Results of interviews on Thursday, July 13 2023)

This shows that Lempe village officials have internalized their responsibilities, not only carrying out their duties well but also independently.

From the community's perspective, Mr. Tahang said: "In my opinion, especially the officers in the correspondence department, they are quite good at carrying out their responsibilities. Moreover, most of them are young people who understand their duties well and use technology such as laptops." (Results of interviews on Thursday, July 14 2023)

This interview shows that Lempe village officials, especially those in charge of correspondence, have carried out their duties and responsibilities well, even utilizing technology to improve services.

However, Mrs. Basma, a village resident, gave a positive view: "The responsibility of the apparatus at the Lempe village office is good, as can be seen from the speed of service which is in accordance with the standard guidelines that apply at the Lempe Village office." (Results of interviews on Thursday, July 20 2023)

Ms. Basma highlighted the speed of service in accordance with standard guidelines, showing that village officials have carried out their responsibilities in accordance with established procedures.

However, Mr. Anca, another village resident, said: "Responsibility is quite good, it's just that some officials are sometimes irresponsible. I have experienced needs being delayed because the officials concerned were not there during working hours or went home quickly." (Results of interviews on Thursday, July 19 2023)

This interview shows that although most village officials are responsible, there are still some whose responsibilities need to be increased.

From the results of these interviews, it can be concluded that the level of responsibility of Lempe village officials is good, but there is still room for improvement. The existence of self-awareness of each officer regarding the importance of responsibility for work and service to the community can be the key to increasing the effectiveness and satisfaction of the community with the performance of the apparatus.

Discipline

Work discipline is the responsibility of the office or agency to monitor the performance of its employees in order to improve discipline. This aims to prevent employees from carrying out unproductive activities during working hours. Work discipline also includes the organization and management of employees to increase their awareness of the rules and social norms that apply in the office or agency.

In the context of the Lempe Village Office, apparatus discipline is the focus to ensure that applicable regulations are carried out properly. The results of the interview with the Head of Lempe Village stated: "Thank God, the discipline problem in Lempe Village is good. During my leadership, I saw that all officers had complied with the rules that apply in this office. Including in terms of dressing according to the regulations and time discipline, they come and go home according to the rules in force at the Lempe Village office." (Results of interviews on Thursday, July 14 2023)

From this statement, it can be concluded that the level of discipline of officials in Lempe Village, especially in terms of dress and time, has met the applicable regulatory standards.

The Lempe Village Secretary added: "The discipline of Lempe Village officials is good. The majority of officials here are young people who have high enthusiasm for work. They always arrive on time and complete the work well according to orders." (Results of interviews on Thursday, July 13 2023)

This interview reflects that Lempe Village officials have met disciplinary standards, both regarding time and implementation of tasks.

However, Mr. Tahang's view as a village resident states: "I see that some officials in Lempe Village lack discipline. When I have business at the village office, some officials are not there, so my business is delayed. However, in terms of dress, they look neat." (Results of interviews on Thursday, July 14 2023)

This interview shows that the discipline of officials in Lempe Village is uneven, especially in terms of time. This needs to be a common concern so that all officers can improve their discipline.

Mrs. Basma, another village resident, said: "Not all officials in Lempe Village are undisciplined, but there are some who are often undisciplined. For example, when I have business at the village office, the officials who are supposed to serve them are not there. I have to wait quite for a long time, and it turns out they were having business outside the office." (Results of interviews on Thursday, July 20 2023)

This opinion shows that the lack of discipline of some officers can disappoint people who need services.

Mr. Anca, another village resident, added: "In my opinion, the issue of discipline among the apparatus in Lempe Village has not been running optimally. Some officials have not obeyed the rules, especially in terms of time discipline. When we needed service, they were not yet there, so we had to wait quite a long time ." (Results of interviews on Thursday, July 19 2023)

From the interview, it appears that the work discipline of the apparatus in Lempe Village is not optimal, especially regarding time discipline.

Through the results of interviews with informants, it can be concluded that the level of discipline of officials in Lempe Village is relatively good in terms of dress and most of them comply with time regulations. However, there are still some officers who lack discipline, especially in terms of attendance, which can hinder services to the community. Therefore, there is a need for joint action to increase awareness of the importance of discipline in carrying out duties and services. This aims to ensure work effectiveness and community satisfaction with the services provided by Lempe Village officials.

Initiative

Initiative is an act of personal awareness by an employee to carry out work without having to wait for orders or encouragement from other parties. Initiatives aim to encourage increased performance, where proactive employees do not wait for superiors' instructions, but instead actively seek solutions or provide new ideas to improve work results. People who have initiative tend to be rewarded because their work exceeds expectations.

In the context of the Lempe Village Office, the level of initiative of the apparatus can be seen through the results of an interview with the Head of Lempe Village: "The understanding of problems that the apparatus at the Lempe Village office has and their ability to provide input and ideas is quite good. Several officials have a bachelor's educational

background, who helps in providing useful ideas and suggestions in carrying out tasks." (Results of interviews on Thursday, July 14 2023)

From this statement, it can be concluded that the level of education of officers influences their ability to provide constructive input.

The Lempe Village Secretary added: "The initiative of the Lempe Village officials can be considered quite good. They are actively providing ideas, suggestions and ideas to improve Village office services. However, not all ideas or suggestions can be accepted, because they must be considered carefully." (Results of interviews on Thursday, July 13 2023)

This interview reflects that Lempe Village officials have been active in providing contributions in the form of ideas and suggestions to improve services.

However, Mr. Tahang's view as a village resident states: "The initiatives that I see from Lempe Village officials are not good enough. When a problem occurs at the Village office and the superior is not there, other officials are not willing to take the initiative to resolve the problem, but instead act indifferently. indifferent." (Results of interviews on Thursday, July 14 2023)

Mr. Tahang highlighted the lack of initiative by Lempe Village officials in responding to problems that occurred outside of working hours or the presence of superiors.

Mrs. Basma, a village resident, gave her view: "The initiative of Lempe Village officials needs to be increased further. When I have a need at the village office, I don't see officials taking initiative, such as asking about community needs and being alert in serving them." (Results of interviews on Thursday, July 20 2023)

Mrs. Basma believes that the authorities need to be more responsive to the needs of the community by taking more initiative.

Mr Anca, another village resident, added: "Lempe Village officials still lack initiative. At meetings at the village office, many officials chose to remain silent and did not provide input, especially from younger officials. This may be due to shame, so the ideas and suggestions they had were not conveyed." (Results of interviews on Thursday, July 19 2023)

Mr Anca's view shows that there are obstacles to contributing with initiative, especially for younger officers.

Through the results of interviews with various informants, it can be concluded that the level of initiative of officials in Lempe Village is not yet optimal.

Some officials actively provide ideas and suggestions, but there is still a lack of responding to problems with initiative. There needs to be steps to increase awareness of the importance of initiative in providing a more active contribution in carrying out duties and services. This aims to ensure the efficiency and effectiveness of the work of Lempe Village officials and increase community satisfaction with the services provided.

CONCLUSION

Based on the research results, it can be concluded that the performance of the Lempe Village Officials, South Dampal District, Toli-Toli Regency, seen from the aspect of effectiveness, is fairly good, seen from the performance of the officials carrying out the tasks

assigned to them, which can be completed in a timely manner and the services provided to the community are good in meeting expectations and I see the needs of the community, and for the responsibilities of the officers, that it is quite good, because they understand the tasks given, from the moment they are given the task, they immediately carry out the work without delaying the work, but in terms of discipline and initiative, the results are not good. In terms of discipline indicators, the apparatus has not been able to implement it well because there are still some officials who arrive late and are not there during office hours for unclear reasons. Then for initiative indicators, Lempe Village Officials still show a lack of initiative in providing input or ideas or suggestions that are useful for developing progress in the Lempe Village office, this is due to the embarrassment factor of young officials who actually have input and suggestions. and ideas but don't dare to convey them.

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