



## Leadership of the Keuchik in Improving the Performance of the Apparatus of Lamgeu Baro Village, Sukamakmur District, Aceh Besar Regency

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**Abstract:** Leadership is the process of influencing others so that the person voluntarily wants to carry out joint activities to achieve predetermined goals, success or failure in the implementation of community services, is influenced by leadership, conversely, weakness in leadership is one of the causes of performance collapse. The formulation of the problem of this research is First, How is Leadership Direction and Control in Improving the Performance of the Lamgeu Baro Village Apparatus, Sukamakmur District, Aceh Besar Regency. Second, How is the Implementation and Supervision of the Performance of the Lamgeu Baro Village Apparatus, Sukamakmur District, Aceh Besar Regency. The method used in this study is qualitative. The informants in this study were the Village Head, Secretary, Head of Government Section, Village Head Office Staff, and the community. In this study, data collection techniques used observation, interviews, and documentation. Websites that can be accessed via the internet, books, and journals of other written works. The results of the research that has been carried out indicate that evaluation can be carried out based on whether the policy has succeeded in achieving its objectives, as well as its impact on society and the environment. Individual understanding and awareness of work regulations and the importance of obeying them. This awareness can be increased through socialization, training, and clear communication about work regulations. Good timely implementation and the availability of adequate facilities, the village can provide better public services to the community, accelerate development, and improve the quality of life in the village. Conclusion Through the implementation that has been conveyed, it is hoped that the Keuchik leadership can become a pillar in achieving superior village apparatus performance, meeting community needs, and realizing a more advanced village.

**Keywords:** Leadership, Performance, Village Apparatus.

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## INTRODUCTION

Leadership is the process of influencing others so that they voluntarily want to carry out joint activities to achieve predetermined goals. Leaders can influence morale, job satisfaction, security, quality of work life and especially the level of achievement of an organization. The ability and skills in directing are important factors in the effectiveness of an organization. In a government organization, success or failure in implementing public services is influenced by leadership, through leadership and supported by adequate governance, then the implementation of good governance will be realized, conversely, weakness in leadership is one of the causes of the collapse of performance. Leadership can be said to be a way for a leader to direct, encourage and organize all elements. In a group or organization to achieve a desired organizational goal so as to produce maximum service to the community. By improving the quality of service means achieving the work results of a person or village apparatus in realizing organizational goals. Leadership is a collection of a series of abilities and personality traits, including authority, to be used as a means to convince those he leads so that they are willing and able to carry out the tasks assigned to him willingly, enthusiastically, there is inner joy, and feel not forced.

The leadership of the direction and control of the Lamgeu Baro village head has not been able to improve the performance of the Lamgeu Baro village apparatus properly, in the direction of cooperation between village officials and the community, it is necessary to emphasize, as well as the importance of the community in the policy-making process as an effort to ensure policies that are permanent and can represent the needs and interests of the community. The village head is still lacking in ensuring the consistency of the policies set with the vision and mission of village development. Consistent policies will facilitate the implementation and measurement of the results of the policies achieved. However, in the direction, there is still a need for direction in the interests of maintaining policy consistency as an effort to ensure the effectiveness of the policies set.

In controlling work discipline, the village head of Lamgeu Baro has not been able to improve the performance of village officials properly and ensure that all tasks and responsibilities of village leadership are carried out properly and regularly in accordance with applicable regulations. And many officials do not comply with work regulations. Village leadership must establish clear policies related to work discipline. This policy is still lacking in covering regulations regarding working hours, duties and responsibilities, obligations and rights of officials, and sanctions given to officials who violate work discipline, as well as reporting mechanisms and handling of work discipline violations. The expectations realized in this study are the performance of the implementation and supervision of village officials, the implementation of compliance on time is very important in implementing programs or activities in the village. If an activity is not carried out on time, it can have a negative impact on the results achieved. Therefore, in the direction it is necessary to emphasize the importance of compliance on time, including in the implementation of programs and activities, such as the implementation of agricultural activities, infrastructure development, and so on. Supervision Village leadership must supervise and monitor work discipline. This can be done through direct observation, monitoring work reports, and conducting routine performance evaluations. The goal is to ensure that all apparatus carry out their duties in accordance with the established rules. Compliance with time is very important in implementing programs or activities in the village. If an activity is not carried out on time, it can have a negative impact on the results achieved. Therefore, in the

briefing, it is necessary to emphasize the importance of compliance with time, including in the implementation of programs and activities, such as the implementation of agricultural activities, infrastructure development, and so on. However, some apparatuses do not comply with the time that has been set in carrying out activities or implementing programs that have been planned, therefore many of the apparatuses cause losses in making decisions to determine what is good for the community and the village in the future. The facilities and infrastructure available in the village are still considered inadequate to meet the needs of the community, and are not adequate to support the activities carried out. In the briefing, it is necessary to emphasize the importance of maintaining these facilities and infrastructure so that they continue to function properly.

Clear and measurable supervision standards can help determine good performance and service from village officials. These standards need to be clearly established and socialized to all village officials. In supervision, it is necessary to emphasize the importance of establishing clear and measurable implementation standards as well as monitoring and evaluating their implementation. Measurement of village official performance has not been carried out regularly and measurably to evaluate the effectiveness of performance and public services. This can be done through the use of clear and measurable performance indicators and routine measurements. In supervision, it is necessary to emphasize the importance of performance measurement and evaluation of performance results as a basis for improving and developing performance.

Based on empirical facts obtained at the research location, the leadership of the village head of Lamgeu Baro is now better than in the previous periods, the quality of work of the village apparatus has changed for the better but also has many shortcomings such as in direction, control, implementation, and supervision. In an act of cooperation between village apparatus and the community, there must be an increase in providing direction for the implementation of prosperity in every decision-making meeting and also solidarity between fellow community members in social activities, in reality the village apparatus and the community lack good cooperation, lack of discipline in working, and there are several village apparatus who lack coordination. As a leader, a village head of Lamgeu Baro must act firmly if there are Lamgeu Baro village apparatus who lack discipline in providing services to the community and can carry out a task optimally in a relatively fast time, and produce satisfactory service quality. The performance of the Government Apparatus of Lamgeu Baro Village, Sukamakmur District, Aceh Besar Regency in implementing public services can be seen in daily services to the community. It can be said to be quite good. There are several influential factors, namely supporting factors including the village office building, skills & abilities of the Apparatus, motivation of the Apparatus, while the inhibiting factors include the lack of training & development of human resources. The result is that with the increasing performance of the Village Apparatus, the service becomes increasingly qualified, in several services there is public satisfaction and then there is an increase in the welfare of the community in Lamgeu Baro Village. The duties of the village head can still be improved so that in leading Lamgeu Baro Village it can be carried out based on the expertise and abilities that he has, so it can be concluded that the role played by the village head in improving the performance of the village apparatus can run quite well as expected. The efforts of the Lamgeu Baro village head in improving the performance of the Lamgeu Baro village apparatus are very difficult due to the lack of good cooperation in improving the welfare of the community. Lamgeu Baro village apparatus is required to be able to become village builders because the village apparatus knows and understands the conditions and circumstances of the community better. Based on the above, the researcher is interested in researching "Keuchik Leadership in Improving the Performance of Lamgeu Baro Village Apparatus, Sukamakmur District, Aceh Besar Regency".

## LITERATURE REVIEW

### Leadership

Leadership Theory Understanding leadership theories is very important to assess the extent to which leadership in an organization has been implemented effectively and supports the overall productivity of the organization. This paper will discuss leadership theories and styles. Saksiono (2012) "A leader must understand leadership theory so that later he has a reference in running an organization". According to Nasution (2014) "Leadership Style is a way used by leaders in interacting with their subordinates. This leadership style in turn turns out to be the basis for differentiating or classifying leadership types". Leadership style has three basic patterns, namely (a) Leadership style that prioritizes the implementation of tasks effectively and efficiently, in order to be able to realize goals optimally; (b) Leadership style that prioritizes the implementation of cooperative relationships; (c) Leadership style that prioritizes the results that can be achieved in order to realize organizational goals. Here the leader pays great attention and has a strong desire, so that each member achieves the greatest possible performance.

Rivai (2011) states that "formal leadership is someone who is appointed as a leader, on the basis of a decision and official appointment to hold a position in the organizational structure with all the rights and obligations attached to his position. This pattern is seen in some provisions that regulate the organizational hierarchy and are usually depicted in the organizational chart". Furthermore, Rivai (2011) leadership can be divided into several things, namely (a) Responsibility, namely a person's ability to complete the work assigned to him as well as possible and on time and dare to bear the risk of decisions made or actions taken; (b) Supervision, namely an effort to stimulate, coordinate and continuously guide a worker both individually and collectively, in order to better understand and be more effective in realizing all worker functions, so that they are able and more capable of participating in modern society; (c) Initiative, namely the ability to evaluate independently to take control in a situation before others act and at the same time apply strategies in solving the problems being faced; and (d) Leadership Function. Function means the position (work) that is done or the usefulness of something or the work of a body part. While the leadership function is directly related to the social situation in the life of each group or organization, which implies that each leader is inside and not outside the situation.

According to Kartono (2010) is as follows Leadership function is to guide, guide, guide, build, and awaken work motivations, drive the organization, establish good communication networks and provide efficient supervision, and bring followers to the desired target, in accordance with the provisions of time and planning. The function of leadership is a social phenomenon, because it must be realized in interactions between individuals in the social situation of a group or organization. According to Terry in Hasibuan (2011) said that management is a unique process consisting of planning, organizing, directing, and controlling actions carried out to determine and achieve predetermined targets through the utilization of other resources.

### Performance

Performance comes from the word Job performance, which is the work achievement achieved by someone. Performance is translated into performance, also means work achievement, work implementation, work achievement or work results, work appearance. Meanwhile, according to Anwar Prabu (2014) "The definition of performance is the work results in terms of quality and quantity achieved by an apparatus in carrying out his duties in accordance with the responsibilities given to him". According to Gibson in Pasolong, (2012), said that "a person's performance is determined by his ability and motivation to carry out the work. It is said that the implementation of work is determined by the interaction between ability and motivation".

According to Keban in (Pasolong, 2012), said that "performance measurement must be seen from various efforts that are very valuable for professionalization in public service agencies". He further said that by knowing the weaknesses and strengths, obstacles and encouragement or various success factors for the performance of the apparatus or institution, the path to professionalization is open, namely correcting the mistakes made so far.

From the above opinion, it can be concluded that "performance is a work result that can be achieved by a person or group of people in an organization to carry out their duties in accordance with the responsibilities given in an effort to achieve organizational goals within a certain period of time". Prawirosentono (2013) states that "performance is a work result that can be achieved by a person or group of people in an organization, in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally, without violating the law and in accordance with morals and ethics". "Performance is interpreted as work achievement in terms of carrying out tasks or orders, their functions, obligations to keep promises and the process of action taken according to inner satisfaction based on the free thoughts of the government actors concerned and readiness to bear all risks and consequences" (Ilexy, 2011). According to Simanjuntak (2012), performance is "the level of achievement of results from carrying out certain tasks". Improving the performance of an organization can be done by improving the performance of each individual. The term worker comes from the word job performance or actual performance, namely work achievement or actual achievement achieved by a person. Therefore, efforts to conduct performance assessments in an organization are important. The definition of organizational performance was put forward by Bastia in Tankilisan (2013) "as a description of the level of achievement of task implementation in an organization in an effort to realize the goals, objectives, missions and visions of the organization."

Based on the understanding of apparatus performance from several experts, it can be concluded that apparatus performance is closely related to work results. In the context of performance, Kumoromotomo uses several criteria to be used as guidelines in assessing the performance of public service organizations, including: 1) Efficiency; 2) Effectiveness; 3) Fairness; and 4) Responsiveness (Kumoromotomo, 2016).

Based on the indicators from the experts, it can be concluded that the performance of the apparatus can be said to be of quality in its level if based on indicators of efficiency, effectiveness, justice, and responsiveness. Performance of Village Apparatus According to Keban (2011). The performance of Village Apparatus is important and needs to receive sufficient attention in order to increase and improve the quality of public services. Assessment of the performance of Village apparatus will be very useful for seeing or assessing the quantity, quality, and efficiency of services; encouraging the apparatus to better understand the needs of the community being served and to improve public services. The performance of Village Apparatus is also defined by Rue and Byars in Keban, (2011) as the level of achievement of results (the degree of accomplishment), therefore the performance of the apparatus can be seen as the level of achievement of the desired goals. Furthermore, Gibson in Pasolong (2014) said that a person's performance is determined by their ability and motivation to carry out work. Based on the understanding of Village Apparatus Performance from several expert opinions above, it can be interpreted that Village Apparatus is closely related to the results of a person's work in an organization, the results of the work can involve quality and timeliness. The performance of the apparatus is not influenced by the ability and expertise in working, but also the spirit is influenced by the spirit of work.

## RESEARCH METHODS

Research as a systematic effort in finding, analyzing and interpreting empirical evidence to understand the symptoms or to find answers to a problem related to the symptoms. According to Sugiyono (2012) Says that: "The type of research used in this study is a qualitative approach research type, namely a research procedure that can produce descriptive data in the form of documentation data, literature, written or spoken words in the behavior of people being observed". In line with this intention, Moleong (2014) states that "qualitative research is based on efforts to build detailed views of those being studied, formed with words, holistic and complex images". Richie in Moleong (2014) qualitative research is "an effort to present the social world, and its perspective in the world, in terms of concepts, behavior, perceptions and problems about the humans being studied". Qualitative research methods are methods used to obtain information about symptoms and to determine the characteristics in a situation at the time the research is conducted, the aim is to describe a condition as it is. Therefore, this study was conducted using a qualitative approach, because it is considered appropriate to the characteristics of the problems and facts studied, which are intended to produce descriptive data on the leadership of the village head in improving the performance of village officials. The focus of this study is the leadership of the Village Head in improving the performance of the Lamgeu Baro village officials, Sukamakmur District, Aceh Besar Regency, namely (a) Leadership direction and control of the Lamgeu Baro village head; and (b) Performance of implementation and supervision of the Village Officials.

According to Sugiono (2012) said that: "Data collection techniques are the most important step in research, because the main purpose of research is to obtain data". To obtain complete information or data that is in accordance with the focus of the research, the data collection techniques that will be used:

1. Observation. Observation is the implementation of direct observation of phenomena related to the focus of research. In qualitative research, observation and interviews in collecting data in the field, the observations made consist of two parts, namely participatory observation and non-participatory observation.
2. Interview. Interview is a data collection technique by asking direct questions to the parties related to the research, namely the leadership of the village head of Alam Village to improve the performance of the Lamgeu Baro village apparatus at the Lamgeu Baro Village Head Office, Sukamakmur District, Aceh Besar Regency. According to Estenberg in Sugiyono (2012), an interview states that "An interview is a meeting of two people to exchange information and ideas through questions and answers, so that the meaning can be reconstructed in a particular topic". The researcher asked the informant directly about the above problems. Meanwhile, the researcher recorded the research data using a tape recorder and by directly recording the informant's answers. Thus, the notes are intended to help researchers to make it very easy, in order to get maximum results.
3. Documentation. Documents are data obtained through recording of documents found at the research location. Document data is a type of data in the form of literature books, regulations, laws, journals, websites and other scientific readings related to the main problem of the research. This documentation is needed to compare the results of the interview with the contents of a document related to whether or not a fact in the field is appropriate. Sugiono (2012) said that "Documentation is written objects such as books, magazines, documents, regulations, in qualitative research, this documentation technique is

used to collect various data containing certain information sourced from written documents".

The data analysis technique used is qualitative analysis, data in qualitative research is not in the form of numbers but more in the form of narratives, descriptions, stories, documents, written or unwritten. According to Miles and Huberman in Sugiyono (2012) stated that "Qualitative data analysis activities are carried out interactively and continue continuously until the data is full, these activities are data collection, data reduction, data presentation, and verification in research". In this study, the data obtained in the form of descriptions obtained from interviews are then processed and interpreted so that researchers can determine and understand the implied meaning of the subject's condition, carry out data management and analysis systematically so that the data obtained is of high quality. The method of placing work patterns systematically on the interactive analysis process is intended to make it easier for researchers to manage data that has been obtained in the field in the form of data collection (Data Collection), data reduction (data reduction), data presentation (data display), and drawing conclusions/verification (conclusion drawing/verification), thus to facilitate understanding it is presented in the form of an interactive analysis cycle scheme.

## **RESULT AND DISCUSSION**

### **Direction and Control in Improving the Performance of the Lamgeu Baro Village Apparatus, Sukamamkmur District, Aceh Besar Regency.**

#### **a. Direction**

Cooperation between village apparatus and established policies that cooperation between village apparatus can cover various factors, such as the level of community participation in village activities, the level of community involvement in decision-making, the level of coordination and communication between village apparatus, and the extent to which village apparatus collaborates with external parties, such as regional apparatus or community organizations, regarding policies established by the village will depend on the analysis of the specific policies that have been implemented. Evaluation can be done based on whether the policy has succeeded in achieving its objectives, as well as its impact on the community and the environment, and also whether there is community participation in the decision-making process, and the extent to which the policy is in accordance with the needs and aspirations of the village community.

Based on the research results, the researcher discusses according to Terry in Hasibuan (2011:2) who said that management is a unique process consisting of planning, organizing, directing, and controlling actions carried out to determine and achieve predetermined goals through the use of other resources. Directing is the activity of directing all employees, so that they are willing to work together and work effectively and efficiently in helping to achieve the goals of the company, employees, and the community. Directing is carried out by the leader by assigning subordinates to do all their tasks well. Providing direction is the third process in the authority of the leader. If the work plan has been prepared, the organizational structure has been determined, then the leader is obliged to motivate subordinates, turn the wheels of the company or organization and coordinate. All of these processes are carried out so that organizational goals can be achieved. Siswanto (2016: 111) states "Directing is a process of guidance, giving instructions, and instructions to subordinates so that they work according to the plan that has been set".

***Finding 1:*** lack of coordination and communication between village officials and the community.

## **b. Control**

Complying with work regulations and work discipline in the village involves awareness, compliance, good leadership, community participation, and a conducive work environment. Villages can achieve a better level of control in maintaining work regulations and improving work discipline in the village environment. Individual understanding and awareness of work regulations and the importance of complying with them. This awareness can be increased through socialization, training, and clear communication about work regulations. Village heads and village officials in providing good examples, providing clear directions, and encouraging a culture of work discipline in the village.

Based on the research results, the researcher Controlling is an activity to control all employees to obey company regulations and work according to plan. If there are deviations or errors, corrective actions and refinement of the plan are taken. Employee control includes attendance, discipline, behavior, cooperation, work implementation, and maintaining the work environment situation. This control is closely related to the planning function and these two functions are complementary, because: (a) Control must first be planned. (b) Control can only be carried out if there is a plan. (c) The implementation of the plan will be good if control is carried out properly. (d) New goals can only be known whether they have been achieved properly or not after control or assessment is carried out. Controlling is the fourth function and is the end part and a process of activity. Griffin, provides a limitation on control as an organizational observation of the targets achieved by the company. Controlling is the process of making an organization achieve its goals.

***Finding 2:*** lack of compliance with established policies and procedures.

## **Implementation and Supervision of the Performance of the Lamgeu Baro Village Apparatus, Sukamakmur District, Aceh Besar Regency.**

### **a. Implementation**

On time awareness of the importance of timely implementation in work is an important factor in efforts to improve the efficiency and effectiveness of public services in the village. Facilities in the village have a crucial role in improving the efficiency, effectiveness, and welfare of the village community. With good timely implementation and the availability of adequate facilities, the village can provide better public services to the community, accelerate development, and improve the quality of life in the village.

Based on the research results, the researcher discussed according to George R. Terry, 1958 in his book Principles of Management (Sukarna, 2011: 10) dividing four basic management functions, namely Planning, Organizing, Actuating and Controlling. These four management functions are abbreviated as POAC. Implementation is to arouse and encourage all members of the group so that they want and try hard to achieve goals sincerely and in harmony with the planning and organizing efforts of the leadership. Siagian SP (2017: 125) stated that the Definition of Implementation is the entire process of providing work motivation to subordinates in such a way that in the end they are willing to work sincerely in order to achieve organizational goals efficiently and economically. The State Administration Institute of the Republic of Indonesia formulated the Definition of Implementation as an effort so that each employee or each member of the organization wants and tries to achieve the planned goals.

***Finding 3:*** lack of understanding and knowledge of procedures, policies and governance applicable in the village.

## b. Supervision

Establishing clear and measurable standards of implementation is essential in ensuring that work is carried out in accordance with established expectations and objectives. Clear and measurable standards of implementation are essential in ensuring efficiency and quality in the implementation of tasks at the village level. Performance measurement is also essential to evaluate the extent to which standards of implementation are achieved in the village. Good performance measurement will provide objective indicators of the achievement of goals and results that have been achieved. This allows for accurate monitoring of progress and necessary improvements. The supervision dimension of establishing standards of implementation and measuring work in the village must be based on clear standards, effective supervision, accurate performance measurement, community participation, and collaboration between stakeholders. Thus, the village can achieve efficiency, quality, and better service to the community. Supervision can be formulated as the process of determining what must be achieved, namely standards, what is being done, namely implementation, assessing implementation, and if necessary making improvements, so that implementation is in accordance with the plan, namely in line with standards (measures). Supervision has a very important role or position in management, considering that it has a function to test whether the implementation of work is orderly, focused or not. Thus, control has the function of supervising all activities so that they are directed towards their targets, so that the goals that have been set can be achieved.

Based on the research results according to George R. Terry (2011:232) explains that: supervision is a process to determine what is implemented, evaluate the implementation and if necessary apply corrective actions in such a way that the implementation is in accordance with the plan. According to T. Hani Handoko (2015:359) is a process to ensure that organizational and management goals are achieved. This concerns ways to make activities as planned. This understanding shows a very close relationship between planning and supervision, the steps of the supervision process are the planning steps, setting goals, standards or targets for implementing an activity.

***Finding 4:*** Lack of accountability and sustainability in improvement efforts can hinder progress in achieving better implementation of standards.

## CONCLUSION

As the final result of the research on Keuchik Leadership in Improving the Performance of Lamgeu Baro Village Apparatus, Sukamakmur District, Aceh Besar Regency, it can be concluded that (1) Keuchik's directive leadership has an important role in improving the performance of village apparatus. Effective leadership can create a productive work environment, motivate village apparatus, and encourage good collaboration and cooperation. In improving the performance of village apparatus, factors such as good communication, human resource development, and implementation of integrity values. (2) Effective control leadership, Keuchik has great potential to improve the performance of village apparatus. Keuchik who is able to inspire, foster, and provide clear direction will encourage better work spirit and performance. Through the implementation that has been conveyed, it is hoped that Keuchik's leadership can become a pillar in achieving superior village apparatus performance, meeting community needs, and realizing a more advanced village. (3) The performance of the apparatus in the implementation of the keuchik in improving the performance of the village apparatus involves effective leadership, good task management, empowerment, periodic monitoring, community involvement, innovation, and commitment to ethics. With this approach, the performance of the village apparatus can be improved to achieve goals and better service to the community. (4) The

performance of the apparatus in the supervision of the keuchik in improving the performance of the village apparatus has a central role in monitoring, assessing, providing feedback, and ensuring accountability. With this approach, the performance of the village apparatus can be improved sustainably, which in turn will have a positive impact on better service to the community.

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