The Role of The Defendant in Improving The Performance of Lurah in West Binjai District, Binjai City

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Abstract

This research aims to determine the role of the sub-district head in improving the performance of village heads in the West Binjai sub-district area and to determine the factors inhibiting the sub-district head in improving the performance of village heads in the West Binjai sub-district area. The results of the research show that the role of the sub-district head in improving the performance of sub-district government officials in the West Binjai area is categorized as good with general implementation including active, participative, and passive roles. The obstacles to improving the performance of village heads are that the quality of resources is still low because most village officials are limited to high school, and junior high school and some have even finished elementary school; village government organizations' regulatory policies are not yet perfect; the arranging limit at the town head level is low; furthermore, the offices and framework supporting functional government organization are still extremely poor. restricted, aside from upsetting the productivity and adequacy of work execution, it additionally can lessen the inspiration of carrying out officials, in this way eventually obstructing the accomplishment of objectives, undertakings, and work.

Keywords: Role, Subdistrict Head, Performance

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INTRODUCTION

As an administrative organization that lives and serves people's lives with full dynamics, the district faces many problems where the problems faced are more managerial compared to, for example, political ones. Observing the existence of the subdistrict as a regional apparatus located in the regency and city areas, the subdistrict head, as head of the subdistrict government, is responsible for the smooth running of the subdistrict government. This is where the duties and authority of the Subdistrict Head are challenged in the context of government administration, development, and fostering community welfare through service duties that must be implemented. implemented as best as possible, because the performance of the district generally influences the performance of other regional apparatus organizations (Laira, n.d.).

Sub-locales are shaped in regimes or city regions with provincial guidelines that are directed by unofficial laws (PP). A sub-locale is driven by a sub-region head who, in completing his obligations, designates the head of the official or city hall leader. Aside from fulfilling these obligations, the sub-locale head is likewise entrusted with completing government obligations. In Indonesia, many sub-districts continue to provide public services that are not by SOPs work methodology, work strategies, and work frameworks in the work unit concerned. This SOP prompts the authoritative execution process in government organizations' workplaces (Sarumaha et al., 2017).

The progress of sub-region authorities in completing their obligations is the outcome of the sub-locale head's job as a pioneer. Consequently, sub-district government officials must be disciplined at work by PP Number 53 of 2010, which governs civil servant (PNS) discipline, for the policy to be implemented. (Simanjuntak, 2005) defined performance, defining it as "the level of achievement of results for carrying out certain tasks." In an administration, HR is, in all honesty, government employees (PNS) (D. M. Kusuma, 2013). In Regulation Number 43 of 1999, Article 3 Section 1 concerning Common Help Standards expresses that government workers are a component of the state contraption whose errand is to offer types of assistance to the local area in an expert, legitimate, fair, and evenhanded way in completing state, government and improvement obligations. (Ari, 2021). Optimal performance depends on the behavior reflected by the employees themselves. This behavior includes employee attitudes and discipline in carrying out the tasks. Performance appraisal is a process of assessing employee performance systematically carried out by management based on the work assigned to them. Leaders who assess employee performance, namely direct employee superiors and indirect superiors.

The sub-district head supervises the performance of sub-district heads who carry out public service processes regarding modern administrative activities. Therefore, supervision of the sub-district head is not only through supervision in the form of employee performance but also through supervision of supporting tools for the employee performance process to provide maximum service to the community (Assegaaï, 2021; Mashego, 2016; Sarkpoh, 2020). Through a good supervisory policy, it is hoped that the performance of employees who are currently considered weak, especially in the field of supervisory control, can have their capacity increased to build a bureaucratic infrastructure that is more competitive and can provide good service to the community (Tamaka, 2014).

West Binjai District is one of the sub-districts in Binjai City that has similar functions to other sub-districts, namely service to the community. From the author's initial observations in West Binjai Subdistrict, the performance of the village head's apparatus has not been optimal, as can be seen from several complaints from several communities regarding community services, especially administrative services. The apparatus does not understand the implementation of administrative order, and the author also sees that West Binjai Subdistrict government officials are less able to resolve problems. In public services, there are many complaints from the public regarding performance that the subdistrict government is unable to improve, so several small conflicts, such as arguments with the public, are inevitable. Apart from the things above, the author also sees that the sub-district authorities are not sensitive to phenomena in the field. The sub-district head, who is legitimized to implement the law, should develop sub-district officials to improve their performance by their duties and functions. Supervision or direction and control from the sub-district to the sub-district is not optimal;
the sub-district head rarely provides direct direction to the authorities; even if there is one, it is only done at certain times, causing the work carried out by the apparatus to not be well directed (Hoque et al., 2012; Ndou et al., 2013; Puspitasari & Saleh, 2022).

Each person in their particular lives plays a part and can complete their public activity. In completing their jobs, each person has various ways or perspectives. This is extraordinarily impacted by the foundation of their public activity. According to (Soekanto, 2002), a role is a dynamic aspect of position (status), and if a person fulfills their rights and responsibilities, they are performing a role. In an association, every individual has different attributes for completing the assignments, commitments, or obligations that have been given by the association or establishment. In the meantime, as per (Gibson et al., 2002), a job is somebody who should connect with two distinct frameworks, generally associations. Then, at that point, as per (Riyadi & Supriady, 2004), a job can be deciphered as the direction and idea of the part played by a party in friendly resistance. With this job, the entertainer, whether individual or hierarchical, will act as per the assumptions for the individual or climate.

According to (Suryaningrat, 1987), a sub-district head is someone who heads and manages an area that usually consists of several villages or sub-districts. The Declaration of the Clergyman of Home Undertakings Number 158 of 2004 concerning sub-locale hierarchical rules expresses that sub-area heads have the obligations and elements of doing government authority appointed by the official or city chairman as indicated by the provincial qualities of territorial necessities and other government obligations in light of legal guidelines (R. E. Kusuma, 2014). As a district or city regional apparatus, the sub-district head is in charge of the sub-district. The sub-district head is in charge of coordinating government operations in the sub-district area, which reports to the mayor through the regency or city regional secretary and is under his or her authority. The sub-area head is selected by the official or city chairman. Government Regulation Number 19 of 2008 regulates in more detail the duties and authority of sub-district heads, both for attributive authority and guidelines for delegating authority. Delegative authority is structured based on externality and efficiency criteria (Ranthika, 2018).

As per (Riswanto, 2023), execution or work accomplishment (execution) is characterized as a statement of capacity that depends on information, mentalities, abilities, and inspiration in creating something. Meanwhile, (Tamzil, 2015) states that performance is the level of task implementation that can be achieved by a person or unit. (Sedarmayanti & Haryanto, 2017) says that performance is a translation of performance, which means work performance, work performance, work achievement, work performance, or work appearance. or division to achieve company or organizational goals by utilizing existing capabilities and predetermined boundaries.

Setiawan (2015) says that an exhibition is a record of creation that brings about unambiguous work capabilities or exercises over a specific timeframe. Performance is the level of success at completing tasks and achieving predetermined objectives. Execution is viewed as great and fruitful on the off chance that the ideal objectives can be accomplished well. Whitmore makes sense of the idea that exhibition is the execution of the capabilities expected of an individual and an activity, an accomplishment of expertise. From every one of the meanings of execution as above, on a fundamental level, execution is connected with an individual’s exhibition in a task given the material guidelines for the birthing specialist’s work. Ideal work execution from representatives will deliver items that increment successfully and effectively. The leadership of an organization faces serious challenges in achieving its objectives because of this. Regardless of whether an association advances, it relies on the way people behave in the association. The way of behaving that pioneers expect is conduct that further develops representative execution. Conduct mirrors an individual’s or person’s perspectives, convictions, and values. The conduct expected by authoritative pioneers is conduct that mirrors the inspirational perspectives, convictions, and upsides of every representative towards their work, to be specific, that which makes work inspiration or a hard-working attitude (Putra, 2015).

Etymologically, the term mechanical assembly comes from the word contraption, specifically instrument, body, organization, or government employee. In the interim, the contraption can be deciphered as a state device or government mechanical assembly. So the state device, the state contraption, which for
the most part covers the institutional, the board, and faculty areas, must complete the everyday running of government. Hence, the significance of contraception isn’t just connected with the individual; additionally, associations, offices, administrative arrangements, etc. Seeing the expansiveness of understanding and the presence of different terms for this contraption, in this article the term government mechanical assembly is utilized. In this article, government authorities are characterized as state workers and local officials. The motivation behind a local official is to serve, secure, and cultivate local area drive and cooperation, while as a community worker, the person has a decent mindset and has impressive skills in fulfilling their obligations to help the smooth running of improvement. Government and government have a thin and wide importance. According to Montesquieu, the executive, legislative, and judicial branches of government are all included in “government in the broad sense,” which refers to all of the duties and authorities of the state. In the meantime, from a restricted perspective, it alludes to just all state contraptions or gear that do obligations and authority in the leader area (Naue et al., 2018).

RESEARCH METHODS

The strategy utilized in this examination is expressive-subjective. Subjective techniques are research methodologies that produce unmistakable information as composed or verbally expressed words from individuals or entertainers being noticed. Unmistakable examination is an exploration strategy that depicts all information or states of exploration subjects or articles and is then dissected and looked at in light of the truth that is occurring as of now or later on, attempting to give answers for issues and can give modern data, so it is helpful for the improvement of science and more applied to different issues. By and large, elucidating research is the movement of specialists who need to make a methodical, genuine depiction of an occasion or side effect with precise association (Sugiyono, 2017).

This kind of examination is field research, in particular exploration, that expects to concentrate on seriously the foundation of the ebb and flow circumstances and natural communications of a social unit, whether people, gatherings, establishments, or society. This exploration distinguishes information obtained from the West Binjai Subdistrict Office. To make it more straightforward to lead research, information assortment strategies are required, which will be completed at the information source. Information assortment in research utilizes essential information and auxiliary information. Essential information is information gotten from direct perceptions in the field by contemplating and noticing the state of being of the area and leading direct meetings with different sources, for example, the West Binjai Subdistrict Head, Binjai City, the Subdistrict Secretary, Head of Government Segment, Town Heads, and Associations/People Group Figures. Information examination methods are the most common way of deliberately gathering information to make it simpler for specialists to arrive at resolutions.

Data analysis, according to Bogdan (Sugiyono, 2016), is the systematic search and compilation of data from interviews, field notes, and other sources so that it can be easily understood and the findings can be shared with others. Subjective information examination is inductive, in particular examination given the information obtained. As indicated by (Miles & Huberman, 1992), the investigation consists of three floods of exercises that happen at the same time, to be specific: information decrease, information show, end drawing/confirmation.

RESULTS AND DISCUSSION

West Binjai is a sub-district with an average altitude of +30 meters above sea level, located at 3° 31’ 40”–3° 40’ 2” North Latitude and 98° 27’ 3”–98° 32’ 32” Longitude East. The area of West Binjai District is 10.86 km2 of land. The largest village in West Binjai District is Payaroba Village, which covers an area of 4.00 km2. Meanwhile, the smallest village in West Binjai District is Sukaramai Village, which covers an area of 0.94 km2. This has an impact on the population and is adjusted to the number of workers in each sub-district. The closest village to West Binjai District is Limau Mungkur Village, which is 0.05 km away. Meanwhile, the furthest village from the West Binjai sub-district is Sukamaju Village, which is 4.00 km2. This has an impact on slower operations and coordination from sub-district to sub-district.

In running the government in the sub-district, the sub-district head is assisted by 1 sub-district secretary, 4 section heads, and 2 sub-division heads along with sub-district staff and 6 village heads. In carrying out activities, all work is distributed to section heads based on
their respective main tasks and functions. The section head is responsible for the sub-district head, and to support the activities of the sub-district secretary, he coordinates two subdivision heads, namely the Head of the General and Personnel Subdivision and the Head of the Finance Subdivision. The subdistrict head, as head of the OPD, organizes the subdistrict and is responsible for these activities.

The role of the sub-district head in improving the performance of the sub-district head

To find out the extent of the sub-district head’s role in improving the performance of the village head in West Binjai District, it is necessary to carry out an in-depth analysis of the role of the sub-district head in improving the performance of the sub-district head by looking at the extent to which this role is carried out. In an organization, a leader is needed to control, monitor, and evaluate organizational activities so that the organizational goals are optimally realized. The success of an organization in carrying out activities is determined by a leader because a leader is one of the keys to the success of an organization. An active role is a role given by group members because of their position in the group as a group activity, such as administrators, officials, and so on.

The active role carried out by the sub-district head includes completing general government tasks and government tasks with authority given by the mayor to the sub-district head, creating an annual work program referring to the work program of the Binjai City Government, carrying out the obligations of the Binjai City Government at the sub-district level, and carrying out employee career development. In the sub-district environment, providing guidance and direction to subordinates, in this case, especially the sub-district head, disposing of letters to subordinates, especially the sub-district head, by their respective areas of duty, and establishing technical guidance procedures for the smooth implementation of government and development and community duties within the sub-district.

The active role carried out by the sub-district head refers to involvement and contribution to administrative, regulatory, and financial processes in an active manner. This includes participation in the decision-making process, coaching, supervision, and training, with efforts to improve the performance of the sub-district head. With an active role in the performance of the village head, it is hoped that all programs implemented can run well, produce good performance, and be able to advance the scope of government in the West Binjai District Area. The following are the results of the interview regarding the active role of the sub-district head in improving the performance of sub-district heads in West Binjai District. So it can be concluded that the active role of the Lurah is the routine role of the Lurah in carrying out his duties and obligations to the sub-district or the scope of his performance. This can be measured by productivity, service quality, responsiveness, Responsibility, and accountability.

According to Soekanto (2012), participatory roles are roles that a person performs based on need or only at certain times. The sub-district head’s participatory role is related to the sub-district head’s involvement in providing ideas, either mentally or through thoughts, emotions, and feelings that encourage him to contribute thoughts regarding the program to be held. The sub-district head’s participatory role in the performance of the sub-district head in terms of productivity, namely distributing necessities to the poor providing direction, and distributing necessities on target. Performance productivity is expected to carry out work effectively and efficiently so that in the end, it is very necessary to achieve the goals that have been set. As a sub-district leader, you must be able to maintain and establish good relationships with the sub-district head in West Binjai District and give appreciation to the sub-district head who has good achievements in his work.

According to Soekanto (2012), A role that is not performed by the individual is called a passive role. This implies that the uninvolved job is just utilized as an image in specific circumstances in individuals’ lives. So it can be concluded that the role is passive where the village head follows the rules made by the government, such as opening the inauguration of mosques, churches, and so on; the sub-district head appeals to the village head and the community to pay local tax levies; and the sub-district head appeals to the village head and the community to download and use the E-Kelurahan application to make it easier for the public to manage their correspondence. This can be seen in productivity, service quality, responsiveness, Responsibility, and accountability.
Amid his complex task of managing the West Binjai District in Binjai City, the sub-district head has a central role in designing, supervising, and improving the performance of the sub-district heads under him. As sub-district coordinator, the sub-district head holds a major responsibility for ensuring that each sub-district runs efficiently by city government rules and policies. The role of the sub-district head as coordinator is not just an administrative task. The sub-district head must maintain close relations with the sub-district heads. Open communication, regular meetings, and constructive discussions are the foundation of a strong relationship between the sub-district head and the village head. To motivate and provide clear direction, the sub-district head must be able to become an inspirational leader.

Improving the performance of sub-district heads is the main focus for sub-district heads. Periodic performance evaluation is an important tool in guiding village heads towards progress. The sub-district head not only provides constructive feedback but also plans development programs to improve the sub-district head’s competency and managerial skills. Training and workshops are held as a means to improve the quality of public services provided by sub-districts. Effective supervision is the basis for ensuring that city government policies are implemented well by the village head. The sub-district head must be able to monitor activities and identify weaknesses, as well as provide solutions to problems that arise. In their role as intermediaries between sub-districts and the city government, sub-district heads also play a role in conveying policies and supporting sub-districts in planning and development.

Conflict management is a skill required by sub-district heads. In situations of dispute between sub-district heads or with the community, the sub-district head must be able to mediate and find a fair solution. This capability helps create a harmonious work environment at the sub-district level. In managing sub-district funds and budgets, the sub-district head must ensure that their use is by the provisions and plans that have been determined. Good financial management is the key to supporting sub-districts in carrying out programs and activities effectively. Through coordination meetings between sub-districts, the sub-district head encourages the formation of synergy between sub-district heads. This collaboration not only helps sub-districts overcome common challenges but also increases efficiency in the delivery of public services.

Thus, in carrying out his duties, the sub-district head not only acts as an administrator but also as a leader who cares and has the power to encourage the progress of sub-districts in West Binjai District. The sub-district head's success in designing strategies, providing support, and motivating the sub-district head will have a significant positive impact on creating an efficient and responsive government at the sub-district level.

**Barriers to Subdistrict Heads in Improving Village Head Performance**

The West Binjai sub-district head has not been fully able to improve the performance of the village head, as can be seen from the frequent errors and delays in the community service process. This is due to several obstacles faced by the sub-district head, such as inadequate communication, inadequate human resources in the sub-district, and weak administrative services. The role of the sub-district head in developing sub-district head performance cannot be separated from communication between the sub-district head and sub-district officials. Communication carried out by all West Binjai District officials, including the sub-district head, village head, and staff within the scope of work, must understand and be able to communicate well with the community in serving community services. Communication is a policy tool for conveying orders and directions (information) from policy-making sources to those who are given the authority and responsibility to implement the policy.

Each organization is closely related to coordination between related parties regarding administrative order, discussing strategies, and evaluating them to facilitate the administration. However, coordinating with related parties is hampered by the busyness of each apparatus. In Improving the Performance of Village Heads in West Binjai District, Binjai City, obstacles were found, namely the lack of facilities and infrastructure that support the smooth running of the village office in providing services to the community.

Based on the results of the research, researchers found that the obstacles that occur in the scope of work in West Binjai District are that there is still a lack of quality and quantity
of resources in the sub-districts in West Binjai District. There is a need for socialization and evaluation as well as assistance to the heads of each area of work for officials who are directly involved in serving the community. Another obstacle that occurs in improving performance is the need for innovations. The existence of this innovation does not mean that the strategy or program created by the sub-district head is not good, but adding innovations will add to the updates that are formed in the programs implemented in the sub-district.

In carrying out his complex role as sub-district head in West Binjai District, the sub-district head faces several obstacles that can affect his efforts to improve the performance of the sub-district heads under him. One of the main obstacles faced by sub-district heads is limited resources, both in terms of personnel and budget. These limitations can limit the sub-district head’s ability to provide optimal support to sub-districts, slow down policy implementation, or even hinder improvements in infrastructure and services at the sub-district level.

In addition, strategic disagreements between sub-district heads and village heads can be a serious obstacle. Differences in views or priorities can hinder synergy between related parties, make it difficult to achieve common goals, and hinder the progress of the sub-district. Communication challenges are also an obstacle that needs to be overcome. Ineffective communication between the sub-district head and village head can lead to an unclear understanding of the goals, policies, and directions given, hampering efficient coordination and collaboration.

Differences in priorities between sub-district heads and village heads can also be an obstacle. Disagreements regarding the urgency and importance of a program or policy can create tension and hinder joint efforts to improve sub-district performance. In addition, resistance to change from the village head or sub-district staff can be a significant obstacle. If they feel that the changes are detrimental or change their work routine, this can hinder the innovation or performance improvements proposed by the sub-district head.

The different socio-economic conditions in each sub-district are also a factor that complicates the sub-district head’s efforts. Subdistricts with greater social or economic challenges may require a different approach, and subdistrict heads need to handle these differences wisely. In addition, the politicization of administration at the sub-district level can affect the independence of sub-district heads. Being involved in complex political dynamics can divert attention from improving performance and services to the community. The lack of capacity building for sub-district and village heads can also be a significant obstacle. Without adequate training or capacity building, it is difficult for them to cope with the constant demands and changes in their duties.

Facing all these obstacles requires careful strategies, strong collaboration between relevant parties, and full support from the city government. The sub-district head needs to be a strong leader, able to identify these obstacles and design effective solutions to achieve the goal of improving sub-district performance in West Binjai District.

CONCLUSION

The role of the sub-district head in improving the performance of the sub-district government apparatus in the West Binjai District is good, where the sub-district head has carried out his main duties and functions as leader in the West Binjai Sub-district. The implementation of the sub-district head’s duties in improving the performance of government apparatus in sub-districts in the West Binjai District consists of an active role, a participatory role, and a passive role. Increasing the performance of government officials in sub-districts is independent of the role of the sub-district head. Regarding the implementation of activities carried out by the West Binjai sub-district head in improving the performance of sub-district officials, there are obstacles, namely, the quality of apparatus resources owned by sub-districts, in general, is still low because most village officials are only in high school or junior high school; some have even finished elementary school but have not yet graduated. Perfect regulatory policies regarding sub-district government organizations, low arranging limit at the sub-region level, frequently bringing about an absence of synchronization between the result (results or yields) of strategy execution and the requirements of the local area, which is the contribution of the strategy, and the offices and framework supporting functional government organization are still extremely restricted. It has the potential to hinder the achievement of goals, tasks, and work by disrupting the efficiency and effectiveness of work.
implementation as well as decreasing implementing officers' motivation.

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