



Improvement Strategy to Increase Village Administrator Quality of Work

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Abstract. Village administrators play an important role in community service, particularly in village government administration and service delivery to the local village community. As a result, village administrators must have qualified abilities and skills in order to provide services. In practice, however, there are still issues. According to the findings of interviews and observations, the quality of work performed by village administrators remains unsatisfactory. As a result, the purpose of this study is to identify the source of a problem related to the quality of work performed by village administrators in Cisondari Village and to recommend solutions. This study, which takes a qualitative approach, has used the interview method. According to the findings of the analysis, the factors that contributed to the quality of village administrators' work were related to village administrators' discipline. The lack of work discipline displayed by village administrators has an impact on both community satisfaction with the services provided and the quality of work results. The solution is to create a Standard Operating Procedure (SOP) document for Discipline of Village Administrators.

Keywords: Village Administrators · Village Government · Work Quality · Work Discipline · Productivity

1 Introduction

Human resources are a valuable asset within an organization that contributes to the organization's long-term viability and the quality of its products and services. Human resources must be properly managed in order to achieve organizational goals, including village administration. The human resources of the village government are comprised of a village chief who is supported by his village administrators. Of course, village administrators are expected to perform well and maximize their potential as the spearhead of village community services, so that the quality of services provided to the community, including Cisondari Village, can be improved.

Cisondari Village is in the Pasirjambu District of West Java's Bandung Regency. Cisondari's Village Head is assisted by a village administrator in carrying out his duties as village government administrator, with the majority of the most recent education being High School Graduates (87%), and the remainder being Diploma. When carrying

out their duties as a village administrator HR, especially in Cisondari Village, high work quality is expected. The desire of a worker to maintain minimum standards, improve existing standards, and ensure progress is referred to as quality [1]. Work quality is defined as any type of behavior or activity that is carried out in accordance with the goals that must be met effectively and efficiently [2]. When village administrators perform well, the effectiveness of the organization's work in providing services to the community improves.

A preliminary investigation was carried out to determine whether there were any problems in the village, specifically with the village administrators in Cisondari Village. Field observations can help you understand the context of your data [3]. Interviews were also conducted to provide a better understanding of the findings of the observations and to delve into issues concerning the village administrator. This interview was attended by the village chief and secretary.

There are still some things that need to be improved in the village administrators' ability to carry out their duties and functions. The observations revealed that village administrators frequently arrive late for work, causing delays in the services that must be provided to village communities. As a result, there is a lengthy queue of people awaiting services. Interviews with the Village Head and Village Secretary confirmed this, where the community had still lodged complaints about services. Then, during working hours, it was discovered that there were village administrators who sat and relaxed rather than doing their jobs. In contrast, other employees who are focused on their work. These two factors are undoubtedly linked to employee work discipline.

This issue has an undeniable impact on both community satisfaction with village services and the quality of village work. Employee performance, in fact, has a significant impact on organizational quality [4]. As a result, village administrators, particularly those in Cisondari Village, must improve the quality of their work. As a result, the purpose of this study is to: 1) identify the root causes of poor work quality, and 2) provide recommendations for improving work quality strategies for village administrators.

2 Literature Review

2.1 Work Discipline

Work discipline is defined as a respecting, appreciating, complying with, and submitting to both written and unwritten regulations, as well as not avoiding sanctions imposed for failure to perform work duties [5]. Work discipline is also an attitude of self-control in the face of company regulations [6]. The higher the level of employee productivity, the better the employee discipline. Without good discipline, the organization will struggle to achieve optimal results [7].

Work discipline serves a variety of functions, including deterrence, motivation, assurance, education, corrective, integrating, internalizing, socializing, and destructive functions, and it must be maintained in accordance with a variety of principles [8]. Employee discipline is the most important operational function of human resource management because it leads to higher work performance [9]. Work discipline is also regarded as a

tool used by managers to encourage employees to change undesirable behavior and to comply with the rules that govern the organization [10].

2.2 Productivity

Productivity has traditionally been defined as the ratio of outputs to inputs. It specifically refers to the relationship between what a system produces and what it consumes. Individual productivity is defined as the efficiency with which a worker uses his or her talents and skills to complete work using available materials within a given time frame [11]. Work productivity is a measurement of the outcomes of one's work or performance with input and output as an indicator of employee performance in determining how businesses can achieve high productivity in an organization [12].

Work productivity is the attitude of employees who are constantly looking for ways to improve what already exists, as well as the belief that an employee can do a better job than the day before [13]. Employee productivity is critical to any organization's success. Employee productivity, in general, contributes to increased organizational productivity [14].

2.3 Quality of Work

The quality of work is defined as an employee's performance in carrying out his job duties, as evidenced by the results of his work, the compatibility of the results of work with organizational goals, and the benefits of the work [15]. Quality of work is often associated with the ability to work well and the desire to stay in the job [16, 17].

The quality of a worker's work can be measured by: 1) Self-potential, which is the ability or strength possessed by a person, but has not been fully seen or used to its full potential; 2) Work results, where an employee must provide optimal work results; 3) Work process, is the stage of an employee carrying out his duties and roles in an organization; 4) Enthusiasm, is an attitude in which an employee cares about his work, and can be seen from his presence, execution of work duties, motivation, and commitment to work.

2.4 Fishbone Diagram

This causal diagram is known as a fishbone diagram because it has the shape of a fishbone. This chart can identify a variety of potential causes of the problem. Many methods exist for identifying problems, including interviews, observation, and brainstorming. The diagram can then be used to categorize the problems. This diagram can be used to identify, explore, and graphically describe how a problem occurs and what causes the problem in detail. The primary issue is depicted at the top or right end of the diagram. Then the problem is caused by the fins and spines. In general, the categories used in causal analysis differ depending on the type and characteristics of the company or organization under investigation [18].

There are several advantages to using this fishbone diagram. This diagram can describe the problem, and each individual in the organization can express what the problem could be caused by. This diagram also makes analysis easier to understand. This tool can also analyze what is happening in a system based on a variety of categories.

3 Methods

In this study, qualitative research methods are used in conjunction with descriptive methods. Qualitative research is a type of research that includes data collection procedures that do not rely on statistics or quantification, but instead identify the behavior of in-depth study informants [19]. Descriptive research seeks to determine the value of one or more variables without comparing them to others [3]. This descriptive qualitative research design was chosen to provide an overview that describes the phenomena and facts that occur when assessing the quality of work of the village administrator in Cisonhari Village. To investigate the root causes of the village administrator's poor work quality, a fishbone diagram is used. Fishbone diagrams can be used to generate a detailed description of all causes associated with a problem. This diagram is used to look into all potential or actual causes (or inputs) that have an impact. This fishbone diagram can be used to analyze problems at the individual, team, and organizational levels [18].

Interviews and observation were used to collect data. Several informants, both from the village government and from the community as users of its services, were interviewed. This study incorporated both primary and secondary data. Interviews were used to collect primary data, while secondary data included an overview of village government as well as village government regulations.

4 Results and Discussion

The overall quality of an organization's work is significantly influenced by the quality of an employee's work. However, based on the initial interview, it was discovered that the village administrator has issues with the quality of work in Cisonhari Village. Based on previous observations, village administrators did not appear to be present during working hours. Furthermore, the increased number of people in need of services, as well as the chit-chat of other village administrators, has an effect on the quality of work. This is related to work quality indicators that can be seen to be lacking, particularly in terms of work process indicators and employee enthusiasm at work.

The Village Head confirmed this during interviews, admitting that the village administrator's work quality was still far from ideal. Furthermore, the community occasionally expresses dissatisfaction with village office services, which are still regarded as less agile. These issues, without a doubt, have an impact on the overall performance of the village, so they must be identified and improved in order to improve the quality of the village administrator's work in Cisonhari Village.

The fishbone diagram is used in Cisonhari Village to analyze the causative factors in problems relating to the work effectiveness of village officials. One of Total Quality Management's seven basic quality control tools is the fishbone diagram [18]. This fishbone diagram was created using the interview method with the Village Head and Cisonhari Village Secretary.

Problems with village administrators' lack of discipline in the workplace, one of which can be seen in Based on the fishbone diagram (Fig. 1) identification, it was discovered that several factors are causing problems with the village administrator's work quality. The main issue is a lack of discipline at work among village administrators.

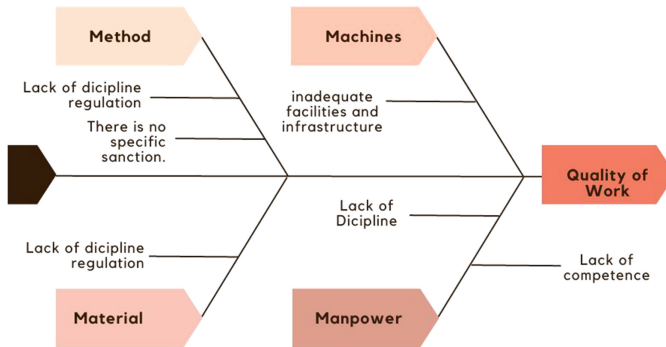


Fig. 1. Fishbone diagram.

This demonstrates that village officials' attitudes at work have a low level of control in complying with work regulations in village administration. This is related to another issue, which is the lack of a standard operating procedure for village administrator discipline. Village administrators who are not in the office during working hours can have a negative impact on organizational performance. One of the reasons for this is a lack of internal rules or procedures that govern this.

According to previous research, the most important operational function of human resource management is discipline, because better employee discipline leads to higher work performance [9]. Other studies have found that employee performance has a significant impact on organizational performance [4]. As a result, the issue in Cisondari Village may have a significant impact on the organization. The quality of village administrators' work will suffer if they lack work discipline. Work discipline has a positive and significant impact on work quality [20, 21], which has an impact on employee performance [21].

Thus, it is critical for any organization to maintain employee discipline by developing Standard Operating Procedures (SOP), which include workplace discipline rules.

5 Conclusion

The fishbone diagram was used to analyze the root causes of events, and it was discovered that the most important factors influencing work effectiveness are human factors and method factors. The lack of discipline among the village administrators is the root cause of Cisondari Village's poor work quality. This has an effect on the organization's outputs and the quality of their work.

As a result, in order to improve and sustain work quality. A regulation must be developed to improve the discipline of village administrators. One of the regulations that can be created is the disciplinary SOP. Standard Operating Procedures (SOPs) for Discipline must be developed for Village Administrators to serve as guidelines for Cisondari Village in implementing work discipline.

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