

ANALYSIS OF ACCOMPANIMENT PERFORMANCE IN VILLAGE DEVELOPMENT IN POLEWALI MANDAR REGENCY

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ABSTRACT

The purpose of this study is to describe and analyze the performance of assistance in the development of villages in Polewali Mandar Regency. The design of this study is qualitative with a case study research approach. The type of research used is descriptive research type. In this study, data collection techniques used were observation, in-depth interviews, and documentation. The informants in this study were the Village Head, Village Consultative Body, Village Facilitator, Village Local Assistance, and Community Leaders. The stages of qualitative data analysis are carried out namely data reduction, data presentation, and drawing conclusions. The results of the study showed that the pattern of recruitment as well as the process of training and provisioning to village assistance officers was not optimal, although it was accompanied by formal normative requirements in its implementation. The village assistance program has not yet fully led to the development of village innovation, although it appears that community engagement efforts have been carried out as mandated by law. The assistance process in village development is only a relationship between the village facilitator and the village government or the village head only. The assistance that is carried out in village development has no influence. This perception can be seen from the middle of information obtained by researchers from each stakeholder in the village. Although on the other hand it is said that the relationship between village facilitators, the village government and the community is going well. This does not affect the objectives of the assistance to realize active community participation.

Keywords: Performance, Village Companion, Village Development.

INTRODUCTION

The village facilitation program which is guided by Law No. 6 of 2014 concerning Villages explains that the development and community empowerment efforts are carried out through mentoring that suits the needs of the village community. In this context the Village Facilitator, which is the Village's external structure, generally has the task of assisting the Village in planning, implementing, and monitoring village development and empowering the village community which is a priority activity in the Village Fund budget.

Substantially, the government's effort to advance the village administration departs from the argument that the strengthening of village development is based on efforts to support village management through strengthening village communities. The urgency of the assistance function can also be traced through the development of the concepts of transparency and accountability as well as community participation. The fact is, the majority of village governments still pay less attention to the value of transparency and accountability. the rules of transparency and accountability of the village government. Village community participation in the development of the village, looks still far from the expected expectations of the implementation of transparent and accountable governance. This is evidenced by the lack of

community participation, and also proved the superiority of the village government with the intervention of the district government in the implementation of development Village.

There is a reasonable expectation on optimizing the role of Village Facilitators if it is relied on the maximum value of the Village Facilitation goals for the performance and background of the Village Facilitators, the majority of whom have an adequate educational background and of course have experience in social organizations at various levels and levels, although not It is undeniable that there is also a difference in capacity between village assistants.

Problems in village development are those that have taken root long before the birth of village laws and plans to disburse villages. This problem generally arises because the processes carried out do not go through stages and mechanisms in a modern way. The planning process and the overall stages are often controlled by the village head and it is not uncommon for the process of involving the community to be very minimal and normative. This condition is a village government built on the foundation of democracy which is a modern state style but still has a feudal nature in its administration.

Errors in the village development process are caused by the absence of social control arising from the community to the maximum, while democratic governance stems from the ability of the community to be directly involved in each stage of development. The author assumes that social control will only be formed if the principle of accountability of the village government is fulfilled, while accountability itself can be maximized if there is transparency in implementation which is a direct consequence of massive community participation. This is where the central role of village assistance in seeking community participation is expected. This effort can at least be an option for the discourse of making specific points regarding the involvement of Village facilitators in the Village development process.

Work performance or achievement is the result obtained by the apparatus or employee according to the applicable measurement for a task or work carried out within a certain time. Whereas performance measurement is more focused on measuring efficiency related to inputs, outputs, and outcomes (Flynn, 1986; Caiden, 1998). Inputs on this understanding are considered as sources used to produce services. In this case humans, money, facilities or other material resources are directed to improve services. Outputs refer to services produced both in terms of quality and quantity. While outcomes are the result of service delivery or the benefits to service users. (Smith, 1993; Boyne & Law, 2005).

Performance measurement is a management tool used to improve the quality of decision making and accountability. Performance measurement can also be used to assess the achievement of goals and objectives. The key elements of a performance measurement system consist of planning and setting goals, developing relevant measures, formal reporting and the results and use of information (Pabeno et al., 2016). Performance can be presented in terms of money and non-money so that performance measurement is one of the methods of government to determine the method of providing quality services.

The results of previous studies show Suoth (2013) results of research using efficiency ratios, the budget issued by the government to collect local revenue is still too large. Furthermore Dewi (2014) examines work motivation as a mediating variable that has a negative effect on employee performance. Work discipline factors have a dominant influence on employee performance. Then the results of Ong & The, (2014) research show that the performance measurement in previous studies is to test the organizational performance measurement system

in relation to learning culture. Whereas in this study looked at the performance of the functions and roles of village assistants to increase community participation in village financial management. Therefore, the purpose of this study is to describe and analyze the performance of assistance in the development of villages in the Polewali Mandar Regency.

METHODOLOGY

The design of this study is qualitative with a case study research approach. The type of research used is descriptive research type. The location of this research will be determined intentionally from 144 villages in Polewali Mandar Regency, with a classification of 1 (one) Village from the mountainous region and 1 (one) Village from the plain area and 1 (one) Village from the coastal area. In this study, data collection techniques used were observation, in-depth interviews, and documentation.

Data sources in this study included informants who were determined purposively, those who were considered to have information or were involved either directly or indirectly in the village assistance process. The informants in this study were the Village Head, Village Consultative Body, Village Facilitator, Village Local Assistance, and Community Leaders. The stages of qualitative data analysis are based on those proposed by Miles and Huberman (1992), namely data reduction, data presentation, and drawing conclusion.

RESULTS AND DISCUSSION

Input

Input indicators are everything needed for the implementation of activities to be able to produce outputs or results, such as the fulfillment of capable human resources based on rules and regulations. Fulfillment of human resources in question is the ability of village assistants in understanding the definition and meaning and purpose of assistance written in the law. While the purpose of the phrase will legislation is a rule that is the basis of the movement to be or carried out by village assistance officers.

In general, the village assistance process is carried out by assistants with certain qualifications. Besides having the lowest level of education in high school or equivalent, it is also required to have skills in community empowerment activities.

This is a prerequisite in the process of recruiting village assistants, in addition to following the specified selection stages. And at that stage the assistance that will be recruited based on the mandate of the law can be assessed competent and capable in carrying out village development assistance.

Based on the results of this study, it was found that the incompatible understanding of a number of informants was related to the understanding of village development. That the village assistants had a diverse understanding of the definition and meaning of the village development. Mention that the village assistants who are domiciled at the sub-district level have different understanding or perceptions from the local village assistants who are tasked with providing assistance at the village level.

After examining the various opinions of a number of informants about village development. The researchers then came to a conclusion when the process of transfer of knowledge between village development stakeholders did not proceed as hoped for efforts to strengthen the village. Here, the researcher considers that the Village facilitation process related to ideological

discourse is not working as it should. It is marked by the harmony of understanding of the phrase "Village Development" which is materialistic and pragmatic. Because in fact when similar questions were addressed to a number of community leaders, researchers also found the same disclosures.

Likewise, when researchers try to trace this understanding through questions about indicators of success in village development. Village facilitators put forward indicators of success in village development with the availability of adequate infrastructure and other public facilities, improving the quality of human resources and also increasing population income.

It is no different from the Village Facilitators, although it is not specifically described in terms of infrastructure development and others. Village local facilitators also explain the success indicators of Village development.

The Village Heads also revealed the same explanation that indicators of development success were also still around the provision of infrastructure, improvement of community welfare and development of human resources. Then, the authors also get a similar opinion from Members of the Village Consultative Council regarding indicators of development success.

The Village Facilitator explains development priorities in a very normative sense and tends to contribute to the flow of community desires that the development of the Village as a regulation governing it is always based on the results of village deliberations that have been set out in the Village Medium-term Development Plan (RPJM) and Village Development Work Plan (RKPDesa) which always includes two areas of development activities namely empowerment and infrastructure development. Village local assistants said that the current development priorities are still very focused on physical or infrastructure development.

In contrast to the delivery of the Village Head, Members of the Village Consultative Body actually said that the village development priorities focus on physical or infrastructure development, because knowledge of community development is still on physical and infrastructure issues. There is a tendency for village assistants and village local facilitators to carry out procedural tasks in purely procedural terms. While assistance in the form of knowledge transfer efforts towards development does not work.

In the case of village mentoring tasks there has been a different understanding between the two levels of village advisors. This is evidence that between the Village Facilitators and the Village Local Facilitators there has been a failure in the "Transfer of Knowledge" process related to the duties and functions of village facilitators. From the interview, the conclusion was drawn that village assistants tended to provide answers that came from reading rather than the results of implementation on the orders of the Law.

From the results of interviews about the duties and functions of village facilitators, it was seen that village facilitators did not interact with community leaders. While in overall related to the duties and functions as instructed by Minister of Village Regulation Number 3 Year 2015, village assistants did not carry out their duties optimally and tended to work appropriately "Even Organizer".

And from here also, the researchers firmly found the fact that the process of village assistance did not meet expectations for the birth of Law Number 6 of 2014 concerning Villages,

following the Regulation of the Minister of Village Number 3 of 2014 concerning Village Assistance.

Likewise, the recruitment pattern and the training and provisioning process for village mentoring officers is not optimal, although it is accompanied by formal normative requirements in its implementation. For example, a village assistant officer who should have experience of community empowerment work for two years turned out to be insufficient as a condition. Because these requirements cannot be guaranteed if the village assistance officer is truly capable and has sufficient capability in carrying out village assistance as instructed Constitution.

Process

Village assistance is carried out as an effort to strengthen village autonomy based on Law Number 6 of 2014 concerning Villages. The village law covers village authority, origin rights and local scale village authority, guidelines for rules and decision making in village deliberations, Village Assistance itself.

The influence of the political dimension on the implementation of community empowerment policies is an obstacle for village assistants in the effort to empower and participate in village development. Based on information obtained by researchers from several informants, a number of perceptions were found that village assistants in implementing community empowerment programs would find it easy. However, the informants' explanation related to this problem tends to be normative and it appears that the village facilitators do not make maximum assistance.

The researchers' assessment that village facilitators did nothing was based on information obtained from different problems but was vulnerable to contact with political issues, namely the intervention of the district government on village development policies.

Village assistance officers will only be concerned with matters that are normative. While the hope of innovative breakthroughs will be doubted as expected by the motives for assigning village assistants in the context of realizing village autonomy and sovereignty.

Organizing community groups, for researchers still tends to be normative, village facilitators do not organize community groups, except by involving them only in village discussion forums or village Development Planning Conference (Musrenbang) as they are under the authority of the village government.

The role of village facilitators in planning, implementing and monitoring and overseeing village development. In relation to this role, the researcher considers that the role of village facilitators is still very normative and is only coordinative towards the village government, or can also be said to simply abolish obligations under the law. and the role of village facilitators is not fully socialized. And efforts to strengthen government institutions are seen to be very minimum based on these answers. Meanwhile, informants from community leaders did not know anything about the role of village facilitators. Community leaders only knew about the existence but not the war and its functions.

Output

The outreach of village assistance can be assessed after examining the results of the researchers' interviews with a number of informants. To assess this output, researchers will sequentially

reveal all the results obtained from informants from Village Facilitators, Village Local Assistance, Village Heads, and Village Consultative Body, and Community Leaders.

Judging from the results of the interview, it can be assessed that community involvement in the development process has been running optimally. And from here too, hopes for efforts to strengthen villages towards autonomy can be realized. In connection with the results and achievements in village development, researchers found answers from informants who suggested that development is always based on the results of deliberations.

Other informants also stated different things from the two informants, saying that the results and achievements of development during the time accompanied by village assistants had not changed.

Observing the process of village assistance related to the success of village development as stated by a number of informants, the researcher considered that the village assistance process was not yet running as maximum as the will of the Law governing it, it could also be said that the village facilitators were still strong on the issue of administrative matters.

And from here also, researchers can assess that the village assistance program has not yet fully led to the development of village innovation, although it appears that community engagement efforts have been carried out as mandated by law.

Outcome

Village Facilitators who work at the sub-district level stated that the outcome of the mentoring process carried out in the village can be felt by the community. This can be seen by efforts to accelerate infrastructure development to accelerate community access to efforts to improve welfare, including efforts to empower people.

The results of the village assistance process received a good response from the village government and all development stakeholders in the village, it was said that the village development program was carried out according to the stages and mechanism. Informant also stated the benefits felt by the community on the achievements of village development, besides development being felt more evenly, in the form of community involvement in the planning, implementation and supervision processes.

But different assessments were obtained from other informants who put forward the importance of human resource development besides physical or infrastructure development. In the last opinion, the researcher considered that the village facilitation process as mandated by the Village Minister Regulation No. 3 of 2015 had not proceeded as it should.

Benefit

The benefit indicator referred to here is something related to the ultimate goal of carrying out an activity, namely the ability of the community to participate in village development. this is an achievement of the process of assistance in village development as the purpose of this study was carried out.

Village development related to the mentoring process can be said to be successful if it is paralleled by the findings of researchers regarding indicators of performance measurement. Previously it was said that development orientation based on development planning programs in villages was more dominantly directed at infrastructure development.

Related to the assistance process carried out by village assistants, the community has come to an understanding of its roles in development. The role of the community was seen in its participation in the development of the Cash Intensive Work Program, which is a government program in the form of village community empowerment activities launched since 2018 along with the disbursement of village funds. After examining overall what has been said by the informants, it is ironic then because other informants who came from the Village Consultative Body institutions expressed different opinions.

Informants from this segment show a disharmony between development stakeholders in the village even though in the previous delivery it was enough to provide information that promised to carry out equitable and equitable development. It was said that actually the community was not properly empowered by the existence of village facilitators or by the implementation of village assistance. the assistance process in village development is only a relationship between the village facilitator and the village government or the village head.

Impact

It is important to discuss the perspective that can be used as a barometer of whether the assistance process really has the expected impact as mandated by the laws that govern it. In connection with this indicator, researchers obtained information that the District Government's intervention was getting stronger in the implementation of village development.

Based on the statement of the informant, the researcher is of the opinion that there has been a misalignment of perceptions between the Village Companion and the Village Local Assistance. If the first informant intends to show the facts in the village development process, the second informant is allegedly trying to find convenience because the second informant namely the Village Local Companion is bound administratively with the village government in terms of reporting. While it is known that the Village Government is structurally bound to the Regency Government. While the informants from the Village Consultative Body Agency said that it was more sharpening that it was true that the intervention of the District Government was felt to be getting stronger after the village funds were available.

From a number of information regarding Impact indicators as part of the purpose of this study, it can be said that the assistance process carried out in village development has no effect. This perception can be seen from the muddle of information obtained by researchers from each stakeholder in the village. Although on the other hand it is said that the relationship between village facilitators, village government and the community is going well. This has no effect on what is the aim of assistance in order to realize active community participation in development, as a reflection of efforts to strengthen villages and village government. According to Allen et al (1988) Impact is intended to describe the effects caused, such as the ability of the community to participate in village development on an ongoing basis. These skills apply continuously, and the community can pro-actively take important roles in development consciously as a manifestation of community independence in the initiative. Relating to community empowerment According to Astutie et al (2020) the community can be empowered economically if all stakeholders take the initiative of the roles they have in other words maximizing the duties and roles of both the government, community institutions and the community itself with their awareness of economic potential community environment.

CONCLUSION

The process of assisting the village also encountered problems related to the human resources of the village assistants themselves aside from the weak capacity of the village government, institutions within the scope of village government and the community to understand the purpose of the presence of village facilitators were still very weak. Even the understanding and interpretation of the word "development" is still very minimal and it is very difficult to establish harmony between the village assistants, the village government and the village community itself. Village advisors are not strong enough to understand the objectives of the village assistance policy as mandated by law. This also becomes an effort to socialize the existence of village assistants to the community in relation to their functions and roles. Village escort missions are often out of tune with the political will of the village government itself, despite the strong influence of the district government on the formulation of development policies in the village. village government does not fully have independence in formulating policies. Because even though it was carried out through the planning stages, but in practice the stages looked like formality activities. Another thing that is an issue for the performance of village assistance, is the absence of a clear method in village assistance related to the community in an effort to strengthen the community to participate fully in the village development process. Operational Procedure Standards Village facilitation only contains administrative instructions.

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