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The Impact of Leadership Change on Adaptation, Work Discipline in Increasing Effectiveness and Efficiency of Services in Tellumpanua Village, Tanete Rilau District, Barru Regency

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ABSTRACT

This study aims to evaluate and improve the implementation of Democratic and Effective Village Government in accordance with Law Number 6 of 2014 concerning Villages, especially in Tellumpanua Village. The main focus of this study is to identify inhibiting factors in the implementation of the policy and provide relevant recommendations. The research method used is qualitative research with a case study approach, which involves data collection through in-depth interviews, participant observation, and document analysis. The collected data were analyzed using a thematic analysis approach to identify patterns, themes, and key issues that emerged. The results of the study are expected to provide deeper insight into the challenges faced in implementing village policies and offer practical recommendations to improve and enhance the effectiveness of village government under the applicable legal framework. This study aims to strengthen the implementation of a more democratic village government and use authority effectively, which can ultimately contribute to the development and welfare of village communities.

Leadership, Adaptation, Work Discipline, Effectiveness

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INTRODUCTION

A village is a legal community unit with household management based on original rights and customs recognized by the central government and domiciled within the district area. Villages that have original rights and traditional rights in regulating and managing community interests play a role in realizing the ideals of independence based on the 1945 Constitution of the Republic of Indonesia need to be protected and empowered to become strong, advanced, independent, and democratic so that they can create a solid foundation in implementing government and development towards a just, prosperous, and prosperous society.

The village government as the organizer of government is carried out by the village head who is assisted by the village apparatus as an element of the village government organizer. In national life, government is needed to regulate the people, protect the people, and meet the needs of the people because the nature of the state is coercive, monopolistic, and encompasses both. With the existence of government, all areas and their boundaries can be controlled and supervised and can be easily regulated.

According to Law Number 6 of 2014 concerning Villages in Article 25, it states that the Village Government is the Village Head or what is called by another name. And assisted by the Village Apparatus or referred to by another name. In management science, assistant leaders are called Staff. Professional staff are defined as employees who assist leaders who have expertise in their fields, are responsible, and behave professionally in carrying out their duties. Furthermore, in Article 26; The Village Head is tasked with organizing village government, implementing village development, fostering village communities, and empowering village communities.

Impact can simply be defined as influence or effect. Every decision taken by a superior usually has its own impact, both positive and negative. Impact can also be a continuation of the implementation of internal supervision. A reliable leader should be able to predict the type of impact that will occur from a decision that will be taken (Wiwin Agustian & Katon Nugroh, 2020:124).

A leader with character is someone who is able to provide direction, control and empower a system that will be created in order to achieve the desired goals. The elements of a leader's character include attitudes, desires, habits, beliefs and emotions. There are at least 7 Indicators of a Leader with Character, namely: self-awareness; treating others on the basis of equality and having empathy; open to ideas, opinions or suggestions from others; respect competitors; intelligent, thorough and tough; have a sense of honor and personal discipline; have good communication skills, prioritize teamwork, creative and innovative (Daswati & Syahrudin Hattab, 2023:48).

Adaptation/self-adjustment is changing oneself according to environmental conditions and changing the environment according to circumstances (self-desires). According to Robbins (2003) in (Nurdewi & Widyaishwara, 2022:352) adaptation is a process that places humans who are trying to achieve goals or needs to face changing environments and social conditions in order to survive. There are several principles that must be considered in employee placement, namely: (1) The principle of humanity, (2) The principle of democracy, (3) The principle of the right man on the right place, (4) The principle of equal pay for equal work, (5) The principle of unity of

direction, (6) The principle of unity of purpose, (7) The principle of unity of command, and (8) The principle of efficiency and work productivity (Nugroho b. Sukamdani, 2023:5).

Mangkunegara (2004:167) stated in (Rahmat Rukmana, 2016:62) that performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him. Performance is basically work achievement, work implementation, work achievement or work results or work performance or work appearance, has a close relationship with productivity issues because it is an indicator in determining how to achieve a high level of productivity in an organization. Performance is also the ability of employees to carry out their duties, so that they can produce something that reflects the knowledge and skills they have. The Village Government is the Village Head or referred to by another name assisted by the Village apparatus as an element of the Village Government organizer. The Village Consultative Body or referred to by another name is an institution that carries out government functions whose members are representatives of the Village population based on regional representation and are determined democratically (Law Number 6 of 2014:2).

RESEARCH METHOD

The type of research that will be used in this study is qualitative research. Qualitative research is descriptive research through an approach that attempts to reveal a problem or condition or event as it is and provide an objective picture of the actual condition of the object to be studied. In this study, the focus is to determine the Impact of Leadership Change in Tellumpanua Village, Tanete Rilau District, Barru Regency Based on Law Number 6 of 2014 Concerning Villages.

Conceptual Framework

This study aims to improve Democratic and Effective Village Governance in accordance with Law Number 6 of 2014 concerning Villages and to identify inhibiting factors in its implementation in Tellumpanua Village. This study uses a qualitative method with a case study approach, including in-depth interviews, participant observation, and document analysis. Data were analyzed using a thematic approach to identify patterns, themes, and key issues. The results of the study are expected to provide a better understanding of inhibiting factors and concrete recommendations to improve the implementation of democratic and effective village policies. (Figure 1).

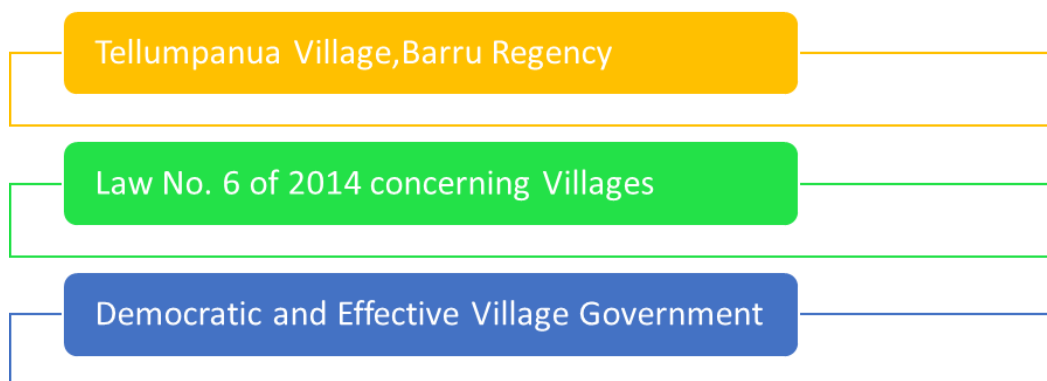


Figure 1.
Conceptual Framework

RESULT AND DISCUSSION

Research Results

The change of village head is an important moment in the life of a village, because it can bring significant changes in various aspects, including policies, work atmosphere, and social interactions. This change is usually followed by hopes and anxieties from villagers and village officials working under the new leadership. The new village head brings a different vision and approach, which can affect the dynamics and work culture in the village government environment. In addition, the new work atmosphere can also have an impact on the work spirit and productivity of village officials.

Based on an interview with Mr. Haidir S. Pd. I as the Village Secretary of Tellumpaua Village, he said:

"After the change of village head, the atmosphere in the village office has changed. As usual in a change of leadership, a new atmosphere begins to be felt. Some village officials may feel more enthusiastic, while others may be less enthusiastic, because they previously supported different candidates. For policies, there have been no significant changes implemented. However, in terms of work values, the new village head emphasizes the importance of discipline. Village officials are required to arrive on time and maintain discipline in dressing. In addition, the new village head also emphasized that there should be no illegal levies, because all services at the village office are free, except those regulated by law." (Interview May 8, 2024)

The interview with the Village Secretary provided valuable insights into the changing work atmosphere, the emphasis on new values promoted by the new village head, and how these changes were received by the village apparatus and community. The Village Secretary's explanation highlighted how each element in the village government adapted to the new leadership and what steps had

been taken to ensure the sustainability of effective and transparent public services.

a. Apparatus Development

The development of village apparatus after a change in leadership is a complex but crucial process. Through capacity building and performance evaluation. Changes in leadership must be seen as an opportunity to strengthen village government and accelerate sustainable development. Thus, villages can play a strategic role in national development and improve the welfare of the community as a whole.

Based on an interview with Mr. H. Burhauddin as the Head of Tellumpaua Village, he said:

"Development of village officials involves ongoing efforts to improve their performance. One way is through coordination meetings, both between village heads and local governments. In addition, coordination meetings are often held at the village office between village officials, involving village officials and staff. The purpose of these meetings is to improve performance by utilizing existing technology and holding discussions to receive input. All of this aims to improve performance and services at the village office in the future." (Interview May 8, 2024)

The interview with the village head provides an in-depth overview of how changes in leadership affect work dynamics in the village, as well as ongoing efforts to improve the efficiency and effectiveness of public services through the use of technology and regular discussions. This interview provides a comprehensive view of ongoing development efforts to achieve better services for the village community.

b. Improving Effectiveness and Efficiency of Services

After a change in leadership at the village office, significant changes often occur in efforts to improve the effectiveness and efficiency of services to the community. Changes in leadership are often an important momentum to revitalize the existing public service system, with the aim of providing better and more responsive services to villagers. One aspect that is often considered is improving infrastructure and technology that supports the performance of the village office. Previously, limited facilities such as computers and printing equipment were often obstacles in the administration process and providing information to the public. However, with the new leadership, a larger budget was allocated to improve the technology infrastructure in the village office.

Based on an interview with Mr. Haidir S. Pd. I as the Village Secretary of Tellumpaua Village, he said

"Regarding increasing the effectiveness and efficiency of services, efforts continue to be made to achieve better results in the future. One significant change is the improvement of supporting service facilities. If previously facilities such as computers were still limited, now more has been budgeted to support services to the public. For example, the number of computers that used to be only two has now been increased to five, as well as printing equipment and the procurement of laptops. The new village head is really nar pays attention to these needs, so that services to the community can be improved." (Interview May 8, 2024)

Supported by the statement of Mr. H. Burhanuddin as Village Head

"Community aspirations are highly prioritized as long as they do not conflict with policies and laws. Community aspirations will definitely be considered. I also always say that if you want to take care of something, come directly to the office so that there is a relationship with the village government and the community can convey their aspirations. Thus, future services can be even better." (Interview May 8, 2024)

Significant changes have occurred, especially in improving supporting service facilities. Previously, limited facilities such as computers were an obstacle to providing optimal services to the community. However, with the additional budget, the number of computers, printers, and laptops has increased significantly. This change reflects the new village head's greater attention to the need for infrastructure that supports public services at the village level. The village head also emphasized the importance of community aspirations, underlining that these aspirations must be in line with policies and laws, and invited the community to come directly to the office to improve relations and services.

c. Motivation and Performance

One aspect that is greatly influenced by changes in leadership is the motivation and performance of staff in the village office. Changes in leadership often bring changes in the atmosphere and work culture in the village office, which in turn can affect the level of motivation and overall performance of staff. Initially, after a change in leadership, there may be tension and uncertainty among village staff, which can affect their motivation and performance. The new village head may bring a different vision or new strategy in managing the village, which can motivate staff to collaborate and work more efficiently. Through the process of adaptation and coaching, village staff can gradually adjust to the change in leadership and improve their performance in accordance with the goals and vision set by the new village head.

Based on an interview with Mr. Supratman SS as the Head of Planning, he said:

"Regarding the motivation and performance of village officials, real changes were felt after the change in leadership. This change had a significant impact on the motivation and performance of village officials and staff. Initially, after the village head election, tensions were felt because the village officials were divided into camps; some whose motivation and performance increased, some whose performance decreased. However, after coaching by the new village head, the situation improved. Although at the beginning motivation and performance decreased, over time, there were no more camps. All village officials have now synergized and collaborated, and their motivation and performance have increased." (Interview May 8, 2024)

It is important to understand the changes that have occurred in the motivation and performance of village officials after the change in leadership. The change in leadership has had a significant impact on the internal dynamics in the village office. Initially, tensions were felt due to divisions among village officials, which were reflected in variations in their motivation and performance. However, with coaching provided by the new village head, the situation began to improve. Although there was a decline in motivation and performance at the beginning, over time, these differences began to fade. Now, all village officials have united in the same goal, and their motivation and performance have increased.

d. Adaptation of Village Officials

The adaptation process is important for all village officials. Although the main tasks remain the same, changes in leadership often bring new dynamics that affect the way the organization works and its culture. For village staff who have been working for a long time, adaptation is mainly focused on introducing the new leadership. They need to get used to the leadership style, new policies, and vision carried by the new village head. This can involve adjustments in work approaches, communication, and cooperation patterns between staff and the village head. For new staff who join after a change in village head, the adaptation process becomes more complex. They need to understand the dynamics of the organization, existing policies, and build relationships with new staff and leaders.

Based on an interview with Mr. Supratman SS as the Head of Planning, he said: "Regarding the adaptation of village officials to the new village head, the village apparatus has not experienced any changes in terms of their duties. However, the staff formation has changed with the addition of three new staff who need to adjust and adapt to existing policies and duties. For village officials

who have been working for a long time, they only need to adjust to the new village head.

Discussion

a. Apparatus Development

The change of village head is often a turning point in the development of village apparatus. This process involves evaluation and capacity building of staff to ensure the effectiveness and efficiency of public services. According to Mr. H. Burhauddin, Head of Tellumpanua Village, apparatus development involves regular coordination meetings and the use of technology to improve performance. These meetings aim to unify the vision and improve work effectiveness. In addition, the new village head is also committed to improving apparatus performance through deliberation and the use of modern technology, so that it is hoped that services to the community can improve.

b. Improving Effectiveness and Efficiency of Services

The change of village head is often used to improve infrastructure and technology that supports public services. According to Mr. Haidir S. Pd. I, Secretary of Tellumpanua Village, there is an increase in supporting facilities such as computers and printing equipment which were previously limited. This addition is expected to overcome obstacles in the administration process and provision of information. In addition, Village Head Burhauddin also emphasized the importance of listening to community aspirations and inviting them to actively participate in the service process. Thus, services can be better and more responsive to community needs.

c. Motivation and Performance

Leadership changes have the potential to affect staff motivation and performance. Mr. Supratman SS, Head of Planning, noted that initially, tension and division among staff occurred due to differences in political support for the village head election. However, after coaching by the new village head, the situation improved and all village officials began to synergize. Adaptation to the village head's new vision and strategy motivated staff to work more efficiently, which had a positive impact on their performance.

d. Village Apparatus Adaptation

Adaptation becomes crucial after a leadership change. Old staff must adjust to the new leadership style, while new staff need to understand the dynamics of the organization and existing policies. According to Mr. Supratman SS, changes in staff formation with the addition of three new

staff require adjustments. This process requires professionalism and good cooperation between village officials and the village head to ensure smooth operations and the effectiveness of village government tasks.

e. Staff Changes

Staff changes are an aspect that cannot be ignored in leadership changes. Mrs. Irma Erviana's experience shows the emotional and professional impact of unilateral dismissal after a change in village head. She feels that the decision may have been influenced by political or personal factors. This highlights the importance of fair and objective decisions in workforce management, without bias or being influenced by personal relationships.

f. Village Apparatus Competition

Competition among village officials often increases after a change in village head, especially in an effort to gain attention and recognition from the new leader. Ayyub Rusadi, Head of Welfare, said that initially there was tension due to this competition. However, over time, communication and decision-making became better and more structured. Adaptation to leadership changes has succeeded in improving cooperation and increasing effectiveness in decision-making.

CONCLUSION

The change of village head brought significant changes in various aspects of village governance, including the development of apparatus, increasing the effectiveness and efficiency of services, staff motivation and performance, and adaptation to change. Although initially facing challenges such as tension and division, the process of adaptation and coaching carried out by the new village head contributed to improving performance and public services. Improving supporting facilities and attention to community aspirations also played an important role in creating better and more responsive services.

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