



The Function And Role Of Village Head Leadership In Improving The Competence Of Village Apparatus

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How to Cite :

Gulo, F, J., Telaumbanua, E., Lahagu, P. (2026). The Function And Role Of Village Head Leadership In Improving The Competence Of Village Apparatus. EKOMBIS REVIEW: Jurnal Ilmiah Ekonomi Dan Bisnis, 14(1). DOI: <https://doi.org/10.37676/ekombis.v14i1>

ARTICLE HISTORY

Received [11 July 2025]

Revised [07 January 2026]

Accepted [22 January 2026]

KEYWORDS

Leadership, Village Head, Competence, Village Apparatus, Village Development.

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ABSTRACT

The leadership of the village head has an important role in the management and development of the village, including in improving the competence of the village apparatus. This research focuses on Fodo Village, South Gunungsitoli District, Gunungsitoli City, to explore how village heads implement leadership functions in improving the competence of village officials. Through a qualitative approach, data is collected through interviews and participatory observations. The results of the study show that village heads carry out various leadership functions, such as instructive, consultative, participatory, delegation, and control, which have a positive impact on improving the competence of village officials. Nonetheless, challenges such as lack of technical skills and low motivation are still obstacles that must be overcome. The study concludes that a combination of good leadership function and individual skill development is essential to achieving village development goals. Efforts to improve the competence of village officials must consider various factors, including more intensive training and the formation of a disciplined work culture. This research is expected to contribute to leadership development at the village level and increase the effectiveness of public services.

INTRODUCTION

The main role of the Village Government is to provide services to the community, thus every Village Government apparatus must have the ability to carry out public services, especially administrative services. The success of the performance of the Village Government is related to good governance. (Mozin & Isa,(2023). The leadership of the village head has a very important role in the management and development of the village. In the context of villages, effective leadership can improve the competence of village officials, which in turn has a positive effect on public services and village development. According to the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 84 of 2015, The Village Head is expected to be able to lead and manage human resources in his village well (Kemendagri, 2015). This research aims to explore how village heads apply their leadership to improve the competence of village

officials, as well as the challenges faced in the process. The leadership of the village head plays a crucial role in advancing the village and improving the welfare of the community. In the context of the village, effective leadership is the foundation for the development of village apparatus. The village head is not only tasked with leading, but also being a driving force in mobilizing resources and community participation to achieve common goals. Research shows that leadership that is responsive to village needs can be significant in increasing the contribution of village officials. Handayani (2021)(Siritotet & Begawati, 2023).

Through the right leadership strategy, village heads can facilitate accurate deliberation and respond well to community aspirations. Handayani (2021) stated that the quality of good village deliberations can produce a more effective development strategy. In addition, leadership that involves community participation is able to foster a sense of belonging and responsibility among citizens (Siritotet & Begawati, 2023; Rahmat & Hermana, 2020). By utilizing the existing potential, the village head can encourage the active involvement of village officials in the decision-making process related to village development.

The influence of direct leadership on the competence of village officials is evidenced through research that found that an adaptive and inclusive leadership style can significantly improve the performance of village employees (Arifah, 2020; Sihotang et al., 2024). One of the important slices in this study is how the ability of a village head to motivate village officials is closely related to the effectiveness produced. Leaders who are able to communicate well and provide constructive feedback can improve the morale and performance of village officials. Iskandar & Sudirman (2023).

In the implementation of leadership, there are challenges that are often faced, such as limited resources and resistance from some people (Ardiyansyah & Wijaya, 2024). The village head must have a precise strategy in overcoming this obstacle so that the improvement of the competence of the village apparatus can be achieved. Studies from Iskandar & Sudirman (2023) show that the role of village heads as communicators and mediators is indispensable to control the dynamics that exist in society. In addition, the role of village heads in establishing partnerships with various parties, both central and private governments, can also expand access to resources needed by villages (Hasbi et al., 2024).

In every organization, Human Resources (HR) is one of the important factors in the success of the organization in achieving its goals. Without quality human resources, the organization cannot function optimally. According to Dewi (2021), high competence in a government institution can determine the quality of services provided to the community. In village government, the role of the Village Head is very central, as he is fully responsible for every activity carried out by the village government.

Villages, as the smallest unit in Indonesia's governance structure, have a vital role in national development. Based on Law Number 6 of 2014, a village is a legal community unit that has territorial boundaries and is authorized to regulate government affairs and the interests of the local community. Thus, the Village Head must be able to lead and manage the village apparatus to achieve the expected development goals (Herlin Wijayati, 2018).

The Village Head has a term of office of six years, which can be extended for one subsequent term. In carrying out their duties, the Village Head must protect and improve the welfare of the community. This includes the implementation of village government, development, community development, and community empowerment. These tasks cannot be carried out properly without effective cooperation with village officials (Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 84 of 2015).

Village officials, consisting of the Village Head, Village Secretary, and various heads of affairs, have responsibilities in providing public services. They must have adequate commitment and skills to serve the community well. However, many village officials are still lacking in terms of knowledge and skills, which can hinder their performance (Yamin, 2018).

This phenomenon is clearly seen in Fodo Village, South Gunungsitoli District, where the competence of village officials is still not optimal. Many village officials are unable to operate information technology, lack discipline in carrying out their duties, and do not understand the preparation of accountability reports. Therefore, this study aims to analyze how the leadership of the Village Head can improve the competence of the village apparatus in Fodo Village.

This research focuses on analyzing the lack of competence of Fodo village apparatus in operating computer equipment and information technology. This is a major concern because information technology is an important tool in improving the efficiency and effectiveness of the work of village officials. According to Fanro (2022), the use of information technology can improve work discipline and performance of village officials. Low work discipline can hinder the achievement of organizational goals. Hafid (2018) shows that good work discipline has a positive effect on employee performance, so there needs to be an effort to improve discipline among village officials. Lack of understanding in the preparation of accountability reports and lack of experience in the field. Skills in compiling accountability reports are essential for village government accountability. This is also related to transparency and accountability in the management of village funds (Hasbi et al., 2024).

The formulation of this research problem is how the leadership of the Village Head in Fodo Village, South Gunungsitoli District by exploring the leadership style of the Village Head and how it affects the performance of the village apparatus. The Head's Efforts in Improving the Competence of Village Apparatus by analyzing the strategies implemented by the Village Head to improve the competence of village officials. The obstacles faced by the Village Head in improving the competence of the Village Apparatus by exploring the challenges faced by the Village Head in an effort to improve the competence of the village apparatus.

The purpose of this research is to find out how the Village Head Leadership provides an overview of the leadership style applied and its impact on the village apparatus. Knowing how the Fodo Village Head is trying to improve the competence of the Fodo Village Apparatus in working by identifying concrete steps taken by the Village Head to improve the competence of the apparatus. find out what are the obstacles faced by the Village Head in improving the competence of the Village Apparatus by exploring the various challenges faced in the process of improving the competence of the Village Apparatus.

The usefulness of the results of this research is expected to contribute to researchers in developing an understanding of leadership in the context of villages, especially related to the competence of village officials. Knowledge development in the fields of leadership, village government, and competence. To be a source of information about the leadership of the Village Head, as well as to provide an understanding of the important role of leadership in improving the competence of village officials.

LITERATURE REVIEW

Leadership

Leadership is a complex and multidimensional concept, which encompasses various aspects of influence, motivation, and organization. According to Nugroho et al. in Solong, et al. (2022:140), leadership is an activity that influences the behavior of others so that their efforts are directed to achieve certain goals. This shows that a leader must be able to mobilize individuals or groups to achieve the goals that have been set. In this context, Budiarto & Danim (2022:140) emphasize that leadership also includes the coordination and direction of individuals or groups within an organization. The leadership function of the village head is based on instructive, consultative, participatory and delegated functions. Afrizal, et. al. (2020).

Robbins in Dewi (2021:152) posits that leadership is the ability to influence the group towards achieving goals. This shows that a leader not only acts as a director, but also as a motivator capable of inspiring his followers. Maxwell (2021:152) adds that leadership is the ability to gain followers, which reflects the importance of interpersonal relationships in

leadership. Furthermore, Mudjarto in Dewi (2021:152) emphasized that leadership involves the use of influence, where all relationships are leadership efforts. Meanwhile, Stoner (2021:152) explains that leadership is the process of directing and influencing activities related to the work of group members. In this context, Purwanto, A. (2021) highlights that leadership is an influencing process that includes organizing work activities to achieve goals, motivating followers, and maintaining cooperative relationships.

From the various definitions above, it can be concluded that leadership is the ability to influence and direct individuals or groups in order to achieve predetermined organizational goals.

Leadership Duties

The duties of a leader are very diverse and require wisdom and responsibility. According to Soetrisno (2016:229), some of the important duties of a leader include:

- a. As a Counselor: Leaders play the role of counselors who assist human resources (HR) in overcoming problems faced when carrying out duties. This is important to create a supportive work environment.
- b. As an Instructor: The duties of a leader also include the role of a good teacher. Leaders must be able to give clear directions to their subordinates, so that they can carry out their duties well.
- c. Lead Meetings: Leaders need to hold meetings to discuss plans and strategies. This meeting aims to ensure that all team members understand the goals they want to achieve.
- d. Decision-making: Decision-making is one of the toughest tasks of a leader. The success of a leader is often determined by his or her ability to make informed decisions, especially in crisis situations.
- e. Delegating Authority: A wise leader must delegate some of the duties and authority to his subordinates. Not only does this help ease the leader's workload, but it also empowers team members to take the initiative.

By understanding and executing these tasks, a village head can increase the effectiveness of his leadership and contribute to improving the competence of village apparatus.

Leadership Functions in Organizations

The leadership function in the organization is very important to achieve the goals that have been set. According to Nawawi & Martini in Harahap (2020:31), these functions include:

- a. Instructive Function: The leader plays a role in providing clear instructions to team members. It is a form of one-way communication in which the leader orders the execution of a task.
- b. Consultative Function: Leaders also need to consult with team members to gain better consideration in decision-making. This creates a sense of engagement and ownership among team members.
- c. Participation Function: Leaders should encourage the participation of team members in decision-making. This not only increases commitment, but also leads to better decisions.
- d. Delegation Function: Leaders need to sort out tasks that can be delegated to team members. It helps in the development of members' skills and improves work efficiency.
- b. Control Function: A successful leader must be able to manage the activities of his or her members in a directional manner. Effective control ensures that all activities go according to plan.

These functions show that leadership is not only about directing, but also about building good relationships and creating a collaborative work environment.

Leadership Dimension

The leadership dimension includes various aspects that a leader must have. According to Robbins & Coulter (2014). These dimensions include:

- a. Behavior: A leader's actions and activities that reflect their leadership style. This behavior can affect the motivation and performance of team members.
- b. Communication: The process by which the leader communicates ideas and instructions to his subordinates. Effective communication can improve understanding and collaboration.
- c. Ability: The capacity of the individual to carry out the duties and responsibilities undertaken. These abilities include technical and managerial skills.
- d. Quality: The values and characteristics inherent in a leader. These qualities are crucial in building trust and credibility.
- e. Self-Development: A leader's efforts to continue to develop self-potential and personality. Good self-development will increase leadership effectiveness.

Understanding these dimensions will help the village head in improving the competence of the village apparatus in a more targeted way.

Leadership Indicators

Leadership indicators are very important to measure the effectiveness of a village head. According to Rahman & Wardana (2024), these indicators include:

- a. Communication: The ability of a leader to communicate well to his team. Good communication can strengthen relationships and reduce tension.
- b. Responsibility: The leader must be able to bear everything related to his duties and responsibilities. This responsibility reflects integrity and commitment.
- c. Leader Activeness: How active a leader is in providing understanding and direction to his village apparatus. This activeness can motivate team members to participate more.
- d. Motivation: Leaders must be able to provide encouragement to village officials to achieve common goals. Good motivation will increase performance and productivity.
- b. Inspirational Leadership: The ability of a leader to inspire and motivate team members. Inspirational leadership can create a positive and productive work environment.

These indicators can be used to evaluate the performance of village heads in improving the competence of village officials.

Competence

Competence is key to achieving results that are relevant to the organization's goals. According to Rianto Rahadi, Dedi & Farid, Muhammad. (2021), competence is the knowledge, skills, abilities, and behaviors applied by an employee in doing his or her job. This shows that competence is not only limited to theoretical knowledge, but also includes practical skills required in a work environment.

Setia Tjahyanti & Nurafni Chairunnisa (2021) added that competence includes a person's abilities and characteristics in doing work, which are based on knowledge, skills, and behavior. Faizah Dayinta Nadiyah (2021:29) also explained that competence is something that must be mastered by every individual to be able to carry out the tasks for which he or she is responsible.

From these various definitions, it can be concluded that competence is the ability possessed by human resources to support the work and tasks assigned by institutions or companies.

Types of Competencies

According to Wibowo in Rasman (2020:21), there are several types of competencies that need to be considered, including:

- a. Planning Competency: The ability to plan specific actions, such as setting goals and assessing risks.
- b. Influence Competency: The ability to influence others and provide inspiration to work towards organizational goals.
- c. Communication Competency: The ability to speak, listen, and communicate effectively.

- d. Interpersonal Competency: The ability to build good relationships with others, including empathy and conflict management.
- b. Thinking Competency: Ability to think strategically and analytically, as well as generate creative ideas.
- f. Organizational Competency: The ability to plan and organize work efficiently.
- g. Human Resources Management Competency: Ability to build a team and encourage participation.
- h. Leadership Competency: The ability to position oneself and manage transitions.
- i. Client Service Competency: The ability to understand and serve customer needs.
- j. Business Competency: Ability in financial management and business decision-making.
- k. Self Management Competency: The ability to motivate oneself and manage one's own learning.
- l. Technical/Operational Competency: Ability to carry out technical tasks and use technology.

These types of competencies are very important to understand so that the village head can effectively improve the competence of the village apparatus.

Competency Objectives

According to Hutapea & Nuriana in Rahmawati (2018:15), competencies in organizations aim to:

- a. Job Formation: Technical competencies are used to describe job functions and responsibilities in an organization.
- b. Job Evaluation: Competency is one of the factors in job evaluation, which can be used to determine the weight of a job.
- c. Recruitment and Selection: Competency can be used as a guideline in selecting prospective employees.
- d. Organizational Formation and Development: Competencies can be a strong foundation for organizational development.
- e. Shaping and Strengthening Organizational Values and Culture: Competencies play a role in shaping organizational cultural values.
- f. Organizational Learning: Competency also functions to form learning characters that suit the needs of employees.
- g. Career Management and Employee Potential Assessment: Competencies help create career development for employees.
- h. Service Fee System: Fee can be linked to the achievement of individual competencies.

These goals demonstrate the importance of competence in improving organizational effectiveness, including in the context of village governance.

Factors Affecting Competence

Wahyuni et al., (2018) stating that competence does not appear just like that, but is influenced by several factors, including:

- a. Beliefs and Values: An individual's beliefs about themselves and others can influence behavior and initiative.
- b. Skills: Skills play an important role in competence. Skills can be learned and improved through experience.
- c. Experience: Work experience can improve a person's competence in organizing and communicating.
- d. Personal Character: Individual characteristics can affect competence, which is influenced by the surrounding environment.
- b. Motivation: Motivation can encourage individuals to improve their competence.
- f. Emotional Issues: Emotional barriers can limit the development of a person's competence.
- g. Intellectual Ability: Cognitive abilities such as analytical thinking also affect competence.

h. Organizational Culture: Organizational culture can influence recruitment, training, and decision-making practices.

These factors need to be considered by the village head in an effort to improve the competence of village officials.

Dimension Aspects in Competence

Edison et al. (2018:66) stated that the competency dimension includes behaviors that refer to applicable legislation, namely:

- a. Knowledge: Knowledge gained from education and training relevant to the field of work.
- b. Skill: The ability to handle tasks in detail and efficiently.
- c. Attitude: Organizational ethics and positive attitudes in carrying out work.

These dimensions are very important to understand so that the village head can effectively improve the competence of the village apparatus.

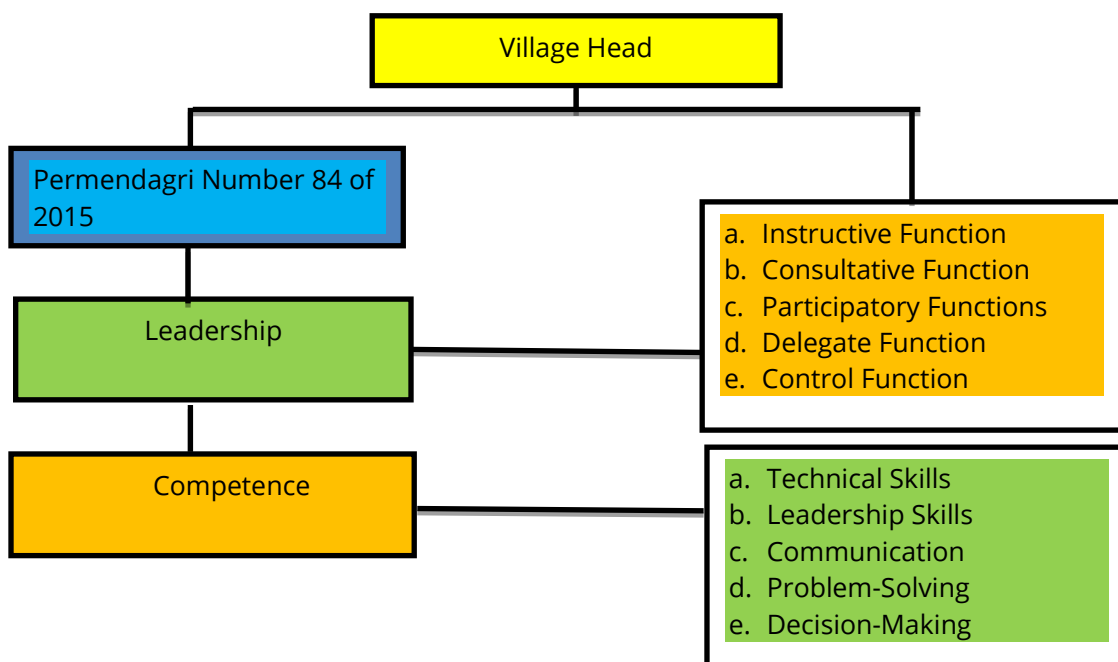
Competency Indicators

According to Hutapea & Thoha (2008:28), there are four main indicators in the formation of competence, namely:

- a. Knowledge: Insights gained from education and training that can improve work effectiveness.
- b. Skills: Abilities that demonstrate behaviors related to the achievement of performance goals.
- c. Behavior: Physical characteristics and responses to situations that affect performance.
- d. Experience: The length of time employees work which can improve the quality of work results.

These indicators can be used to evaluate the competence of village officials and provide a basis for further development.

Figure 1 Frame of Mind



Source: Author's Processing, 2025

METHODS

This study uses a qualitative method with a case study approach. Data was collected through in-depth interviews with village heads, village officials, and community members. Participatory observations were also carried out to gain a better understanding of the leadership

dynamics and competencies of village officials. Data analysis was carried out using thematic analysis techniques, where researchers identified the main themes that emerged from the collected data. This method was chosen because it allows researchers to explore individual experiences and perspectives in depth (Fadli, 2021).

In terms of methodology, this study uses an in-depth qualitative approach to capture various variables and conditions that affect the leadership ability of the Fodo village head (Lamangida et al., 2017). This method allows researchers to obtain more transparent and accurate data regarding challenges and achievements during the leadership period. Direct dialogue with relevant parties, such as village officials and local communities, will provide a comprehensive overview of the behavior and impact of village head leadership on the performance of the apparatus.

RESULTS

The results of this study show that the leadership of the Head of Fodo Village, Mr. Moris Harefa, plays an important role in improving the competence of village officials through various leadership functions implemented. In this study, interviews with various village officials showed that there was a positive influence of the leadership style carried out by the Village Head on the performance and competence of village officials.

a. Instructive Function

Based on the results of the interview, Mr. Moris Harefa carried out his instructive function well, giving clear directions to all village officials. This can be seen from the instructions given to the Head of Finance and the Head of Service, which include budget management and the implementation of development programs. The instructions are not only commands, but also a systematic guide in carrying out their respective duties. According to Nawawi and Martini in Harahap (2020:31), the instructive function is one-way communication in which the leader directs his subordinates. The results of this study show that effective communication between the Village Head and his apparatus contributes to improving the competence of village officials.

b. Consultative Function

The consultative function is also well carried out by the Head of Fodo Village. In the interview, Mr. Moris Harefa emphasized the importance of discussion before making a decision, which reflects a democratic leadership style. This is in line with the opinion of Alam, A. A., & Dewi, A. E. R. (2024) which states that the leader needs to consult with the people he leads. The discussions created an atmosphere of mutual trust and collaboration, so that village officials felt more involved in the decision-making process. This shows that improving the competence of village officials depends not only on instruction, but also on active participation in the decision-making process.

c. Participatory Functions

The Head of Fodo Village also involves the community in the decision-making process through village deliberations. This creates a sense of belonging among residents to the development programs implemented. According to Rahman, F., & Wardana, D. (2024) community participation in decision-making is very important to achieve the desired development goals. This participatory approach not only improves the competence of village officials, but also strengthens the relationship between the village government and the community. By involving the community, the Head of Fodo Village ensures that every decision taken reflects the needs and expectations of the community.

d. Delegate Function

The function of delegation is also one of the important aspects in the leadership of the Fodo Village Head. Mr. Moris Harefa clearly divides the tasks to the village apparatus, so that each individual has responsibilities according to his or her abilities. This is in line with the opinion of Nawawi and Martini (2020:31) who state that leaders must sort out delegable tasks. By delegating, the Village Head can focus more on strategic tasks, while the village apparatus can carry out technical tasks better. The results of the interviews show that village officials feel empowered and have clear responsibilities in carrying out their duties.

e. Control Function

Control in village financial management is also the main focus in the leadership of the Fodo Village Head. Through strict supervision, the Village Head ensures that every expenditure is in accordance with the Village Revenue and Expenditure Budget Plan (RAPBDes). According to Harahap (2020:31), effective control can ensure the efficiency and effectiveness of the organization. The results of the study show that good control in village financial management contributes to increased transparency and accountability, so that village officials can work more confidently and responsibly.

Table 1. Village Head Leadership Style Assessment

Leadership Function	Measurement Method	Indicators
Instructive	Survey, Interview	Frequency of providing clear directions, clarity of instructions, availability for guidance.
Consultative	Survey, Interview	Frequency of seeking input, openness to feedback, incorporation of suggestions.
Participative	Survey, Observation	Frequency of involving officials in decision-making, level of influence given to officials, transparency of decision-making processes.
Delegative	Survey, Observation	Frequency of delegating tasks, level of autonomy given to officials, support provided for delegated tasks.
Controlling	Observation, Records	Frequency of monitoring progress, use of performance evaluations, implementation of corrective actions, enforcement of standards.

Source: Author's Processing, 2025

Table 2. Village Official Competency Assessment

Competency Area	Measurement Method	Indicators
Technical Skills	Skills Assessment	Proficiency in relevant technical areas (e.g., financial management, infrastructure maintenance), application of technical knowledge to problem-solving, ability to use relevant tools and technologies.
Leadership Skills	Performance Eval.	Ability to motivate and guide team members, effectiveness in delegating tasks, ability to resolve conflicts, demonstration of integrity and ethical conduct.
Communication	Observation	Clarity and effectiveness of verbal and written communication, ability to listen actively, ability to convey information to diverse audiences, responsiveness to citizen inquiries.
Problem-Solving	Performance Eval.	Ability to identify and analyze problems, creativity in developing solutions, effectiveness in implementing solutions, ability to learn from past experiences.
Decision-Making	Observation	Ability to make timely and informed decisions, consideration of relevant factors, consultation with stakeholders, accountability for decision outcomes, adherence to legal and ethical standards.

Source: Author's Processing, 2025

DISCUSSION

This discussion will discuss how the leadership of the Fodo Village Head in improving the competence of village officials can be compared with existing leadership theories and relevant previous researches.

a. Leadership Theory

Based on the leadership theory put forward by Dewi (2021), good leadership must be able to inspire and motivate its subordinates. In the context of the Head of Fodo Village, Mr. Moris Harefa has succeeded in implementing these principles well. By carrying out instructive, consultative, participatory, delegation, and control functions, he not only became a leader who gave orders, but also became a motivator who was able to inspire village officials to work better.

b. Previous Research

Research by Iskandar and Sudirman (2023) shows that effective leadership contributes to improving the performance of village apparatus. The results of this study are in line with the findings in Fodo Village, where Village Heads who are active in providing direction and support to village officials have a positive impact on their competence. This shows that a democratic and participatory leadership style can increase the effectiveness of the performance of village officials. This is where the leadership demands of a village head in managing his employees to be more effective in carrying out their duties and responsibilities in order to create a good and healthy government apparatus for the satisfaction of the community (Gunawan, et. al. (2020).

c. Influence of the Social Environment

The social environment also plays an important role in supporting the leadership of the Fodo Village Head. In this context, community participation in decision-making is the key to creating

development programs that suit the needs of the community. Research by Fanro (2022) confirms that community participation can increase accountability and transparency in the management of village funds. By involving the community, the Head of Fodo Village not only improves the competence of village officials, but also builds trust and support from the community.

d. Challenges Faced

Although much progress has been made, the Head of Fodo Village also faces challenges in improving the competence of village officials. One of the main challenges is the lack of technical skills among some village apparatus. This is in line with the findings by Yamin (2018) who stated that individual skills are very important in improving the performance of village officials. Therefore, there is a need for more intensive training and skill development to equip village officials with the necessary knowledge and skills.

Overall, the leadership of the Fodo Village Head in improving the competence of village officials shows that the combination of good leadership functions, community participation, and individual skill development is essential to achieve village development goals. By applying effective leadership principles, the Fodo Village Head can create a positive and productive work environment, which in turn will improve the performance of village apparatus and community welfare.

CONCLUSION

Based on research on the leadership of the village head in Fodo Village in improving the competence of village officials, it can be concluded that:

The village head has carried out various leadership functions, including instructive, consultative, participatory, delegation, and control. However, challenges such as lack of technological skills, lack of experience, and low work discipline still need to be overcome to improve the effectiveness of leadership and competence of village officials.

Efforts to improve the competence of village officials have been carried out through training, technical guidance, effective communication, and the provision of clear responsibilities. However, challenges such as lack of technological skills and motivation are still the main obstacles that must be overcome to improve the performance of village officials.

The competence of village officials is influenced by various factors, including beliefs, skills, experience, personal character, motivation, and organizational culture. All of these factors are interrelated and affect the performance of the apparatus in providing services to the community. Therefore, efforts to improve competence must consider all these aspects to achieve optimal results.

The suggestions given include increasing the frequency of training, rewards for good performance, the formation of a disciplined work culture, and encouragement for village officials to be more proactive in improving competence.

LIMITATION

This research has several limitations, including the limited number of informants and a focus on only one village. This can affect the generalization of research results. In addition, this study did not consider external factors that might affect the performance of village officials, such as support from local governments or national policies. Therefore, further research is needed to explore other factors that can affect the competence of village officials in various other village contexts.

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