

Competence of Village Apparatus In Management of Village Funds in North Konawe Regency- Indonesia

Rola Pola Anto¹, Muhammad Amir²

¹ Faculty of Administration, University Lakidende,
Corresponding Author: Rola Pola Anto

Abstract: *The purpose of this research is to describe and analyze the competence of village apparatus in managing village fund in Konawe Utara Regency. Data collection technique used in-depth interviews (in-depth interview), study of documents, observation and focus group discussion (FGD). The results showed that the competence of the village apparatus in the management of village funds in Konawe Utara District from the knowledge and skills aspect of the village apparatus is still minimal. While the apparatus competence village of aspects motifs in the village fund management evidenced by an intention or a basic premise that drives the village fund management is good and right for the realization of rural development of advanced, independent and prosperous. The competence of the village apparatus from the behavioral aspect in the management of village funds is evidenced by good and proper village fund management actions in accordance with the technical guidelines set by the government. Competence village officials from the aspect of self-concept in the management of village funds attracted evidenced by the attitude and support the village fund management are sourced from the State Budget, for the implementation of the village administration, physical development and empowerment of rural communities. The minimal competence of the village apparatus can lead to less transparent, less accountable, less participatory, less disciplined and less disciplined village management funds.*

Keywords: *Competency, village apparatus, management, village fund*

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I. Introduction

Kabupaten Konawe Utara is one of the districts that receive village fund transfers sourced from the State Budget of 2016. Based on the Regulation of the Regent of Konawe Utara Number 2 of 2016 concerning the procedure for the distribution and determination of the amount of village funds in Konawe Utara District in 2016, the amount Villages receiving village funds in Konawe Utara District are 157 villages. The amount of village funds transferred through the North Konawe District Revenue and Expenditure Budget is Rp 93,976,997,012. Each village in Kabupaten Konawe Utara manages village funds of Rp 598,579,598,802.-

To manage the village funds, the village apparatus in Konawe Utara District is still assisted by village facilitators starting from the planning, implementation and reporting of the use of village funds. Without the assistance of village counselors in the management of village funds, the substantial village funds can not be used effectively and efficiently to achieve the objectives that the government hopes to improve the welfare of the community. The phenomenon indicates that the ability or competence of village apparatuses in Kabupaten Konawe Utara to manage the village fund independently is still minimal. Therefore, the development of rural communities can not be achieved quickly, independently and progressively and prosperously if the competence of the village apparatus is still minimal from aspects of knowledge, skills, motives, behavior and self-concept in implementing village fund management.

The competence of the village apparatus is absolutely necessary so that the management of village funds for the development of various aspects can be accomplished using intelligence, knowledge and skills and behaviors to promote optimal village development. Based on data from the 2016 Village Development and Empowerment Agency, the number of villages in Konawe Utara District is 157 villages. The level of education of the village apparatus, especially the village head in Konawe Utara District only completed high school or equivalent, ie 136 people (87%) graduated from senior high school and only 23 graduate (23%) of the village apparatus. Based on these facts, the low level of education of the village apparatus can illustrate the low competence of the village apparatus in terms of knowledge, skills, motives, behaviors and self-concepts that affect the management of village fund planning, organizing, implementation, monitoring and evaluation and making reports on the use of village funds. Therefore, the competence of rural apparatus in the management of village funds is still minimal in the implementation of village governance, village development, community development and empowerment so that the achievement of development goals is slow. In addition, the lack of

competence of the village apparatus in the management of village funds in Konawe Utara District can affect the transparent, accountable, participatory, transparent, transparent village funding as expected in the Minister of Home Affairs Regulation No. 113 of 2014 on village financial management.

Village fund management in Konawe Utara District conducted by village apparatus based on Law Number 23 Year 2014 on Regional Government, in Article 294 paragraph (3) village funds are allocated by the central government to fund the implementation of governance, development implementation, community development and empowerment of village communities Based on village authority and needs in accordance with the provisions of the village law. Next Law Number 6 Year 2014 About the Village, Article 72 paragraph (1) one source of village income is sourced from the allocation of the State Revenue and Expenditure Budget. The regulation gives the village apparatus space to have competence in managing village funds sourced from the State Revenue and Expenditure Budget for village development. Village funds are funds sourced from the State Revenues and Expenditures Budget for villages transferred through the District Revenue and Expenditure Budget and are used to finance the implementation of governance, development implementation, community development and community empowerment.

Some of the results of the study are relevant to the competence of the village apparatus and the management of village funds, a study by Manopo (2016) that budget management and development have applied the principle of accountability, the problem is still limited to physical responsibility, while the administrative side has not been implemented properly and correctly because of the competence of resources man as a manager of a major obstacle. The study Surya (2013) that the village infrastructure development has been accomplished, but the results are not satisfactory. Accountable financial statements have been implemented but there are still mistakes in making financial reports have not been good. The study conducted by Nugrahaningsih (2016) that the lack of knowledge of village officials related to the making of work plans and financial reports sourced from the village funds. The result of Mongila's (2016) study that the inadequate competence of human resources became one of the main causes of management did not go according to the existing rules. The village government is not ready to manage the village funds that reach hundreds of millions of rupiah per village. Furthermore Riyan's (2016) study that the constraints faced in the implementation of development and management of village funds is the lack of responsibility between the village apparatus in the management of village funds. Based on the phenomenon revealed through previous research, this research tries to trace the competence of the village apparatus in the management of village funds. This study aims to describe and analyze the competence of the village apparatus from the knowledge, skills, motives, behaviors and self-concept in the management of village funds to realize the implementation of village governance, development implementation, community development and empowerment of village communities in North Konawe District, Southeast Sulawesi Province, Indonesia.

I. Literature Review

Sedarmayanti (2007) argues that competence is expressed as a set of intelligent actions full of responsibilities that someone has. As a condition to be considered capable by the community in carrying out tasks in a particular field of work then he must have knowledge, skills and expertise related to his work. Schumacher quoted Sinamo (2005), that there are three components of human self-competence, namely competence, skills and work ethic. Hersey and Blanchard (1995) suggested that there are three basic competencies that must be owned, both as manager and as executor, among others: (a). Technical competence includes the competence to use the knowledge, methods, technical and equipment necessary to carry out certain work gained from experience, education and training. (B). Social competence includes the competence in working through the motivation of others that includes an understanding of motivation and the application of effective leadership; (C). Conceptual competence is a competency to understand the complexity of the organization as a whole.

Robbins (1996) that competence (ability) is the capacity of individuals to perform various tasks in a job. Keith Davis quoted Mangkunegara (2000) stating that, competence is the same with knowledge and skills. Armstrong (2005) suggests competencies in performance management that are: (1) work and professional knowledge; (2). Awareness of organization / consumer; (3). communication; (4) interpersonal skills; (5) teamwork; (6) initiatives; (7) analytical skills; (8) productivity; (9) quality; (10) management / supervisor; And (11) leadership. McClelland quoted Rivai and Sagala (2010) suggested competency indicators: (1) skills, (2) knowledge, (3) social roles, (4) self-image, (5) trait, and (6) motives. Furthermore, there are five characteristics of competence in work or work that is knowledge, skills, motives, behavior and self-concept (Spencer and Spencer 1993, Yuniarsih and Suwatno, 2009). Daft (2013) management is the achievement of organizational goals effectively and efficiently through the planning, management, leadership and control of organizational resources. Definitions indicate (1) the management function there are four namely planning, management, leadership and control of organizational resources and (2) achievement of organizational goals effectively and

efficiently. Nanang Fattah (2004) suggests that in the management process seen the main functions displayed by a manager or leadership, namely planning, organizing, leadership, and supervision. Therefore, management is defined as the process of planning, organizing, leading, and controlling the organization's efforts with all its aspects to achieve organizational goals effectively and efficiently. Manullang (2006) management is an art and science of planning, organizing, composing, directing, and controlling resources to achieve the stated goals.

II. Method

This research was conducted in North Konawe District. This research uses qualitative type. arguing that qualitative research paradigm is constructed as a research strategy that usually emphasizes words rather than quantification in data collection and analysis, emphasizing the inductive approach to the relationship between theoretical research, but emphasizes the placement creation theory (participation of theory). The qualitative research as a process of inquiry to understand the social problems based on the creation of a complete picture (holistic) formed by the words, reporting detailed views of informants and compiled in a data natural (Creswell, 2009 and Silalahi 2009), Sugiyono (2012) qualitative research method is a research method used to examine the condition of natural objects, where researchers are as a key instrument, data collection techniques done by triangulation (combination), data analysis is inductive, and qualitative research results more emphasize the meaning Than generalization. The research informant was the village apparatus in Konawe Utara District. Data collection through observation, document study, in-depth interviews and focused group's discussion (FGD). The research instruments used in this study are interview guides, field notes and researchers themselves. Data analysis uses interactive model data analysis (Miles and Huberman, 1992 and Silalahi, 2009).

III. Results And Discussion

The competence of the village apparatus in the management of village funds in Kabupaten Konawe Utara is an absolute must in order to support the implementation of village development. The village apparatus must have competence in village fund management because village officials who plan, implement, organize, monitor and evaluate the implementation of village development. The village apparatus, the village head, the village secretary, and the head of the affairs, as well as the village treasurer are the elements of the development manager and implementers using the village funds. Therefore, in this study can be disclosed facts relevant to the competence of the village apparatus in the management of village funds in Konawe Utara District in 2016 as follows:

1. Knowledge Village Apparatus In the Village Fund Management

The village apparatus in Kabupaten Konawe Utara in implementing village fund management requires knowledge and understanding of village development cost planning, implementation of development programs and accountability reports on the use of village funds. The knowledge of the village apparatus in managing the village funds is crucial to the achievement of the village development objectives as expected by the villagers. The facts revealed in relation to the knowledge of the village apparatus in the management of village funds in Kabupaten Konawe Utara are relevant to the informant's opinion that: we as village apparatuses in Kabupaten Konawe Utara still lack our knowledge in the management of village funds sourced from the Revenue Budget and State Expenditure. This is because the process of using the village funds should be in accordance with the planning that has been established and there should be accountability report of the use of village funds. We recognize our weaknesses or weaknesses in terms of our inadequate knowledge to analyze the use of village funds (interview, March 2017). The facts revealed are relevant to the opinion of one of the informants who stated that: ... In general, the village apparatus in Kabupaten Konawe Utara is knowledgeable about the management of the village funds is still minimal, since the village apparatus generally only finish high school or equivalent while the undergraduate village apparatus is only a few People only. This is one of the causes of the knowledge of the village apparatus is still minimal so that in managing the village funds we have to use the services village pemdamping provided by the government (interview, March 2017). The opinion of the informants is relevant to the results of the study document. Of the 157 village heads in Kabuapten Konawe Utara, 136 (87%) were senior high school and 21 (23%) were university graduate apparatus (document studies , March 2017). This fact reinforces the assumption that village fund management can not be managed properly and independently because the competence of the village apparatus in terms of knowledge and skills is still minimal so that the required companion

Based on the facts revealed it can be seen that the knowledge of rural apparatus in the management of village funds is still minimal, caused by the low level of education apparatus village, so less able to manage village funds independently and. This proves that the lack of knowledge of rural apparatus in the management of village funds can hamper the realization of rapid, advanced and independent village development process in Konawe Utara District. Thus one of the important dimensions of competence that the village apparatus must

have in managing village funds is knowledge in accordance with the opinions of Spencer and Spencer (1993) quoted Yuniarsih and Suwatno (2009).

2. Skills of Village Officials in Village Fund Management

In this study also attempted to explore the competence of the village apparatus in the management of village funds in North Konawe District from the skills aspect namely the ability and the operational technical mastery of a particular job. The village apparatus in managing village funds always requires skills or expertise related to the planning, implementation and preparation of financial reports or accountability for the use of village funds. The facts revealed in relation to the skills of the village apparatus in the management of village funds are relevant to the opinion of one of the informants who stated that:for our skills in the management of our village funds are also still minimal, mainly related to the ability to complete work that are more technical or require Expertise, such as making accountability reports for the use of our village funds do not have good accounting skills. In addition, we also have not mastered the use of a better computer to work on financial statements and other administrative activities (interview, March 2017). The facts are relevant to the informants' opinion that:, related to the skills of the village apparatus in managing the village funds we admit, our ability in terms of mastery of skills is still minimal. We are generally weak in computer skills, planning and reporting on the use of village funds so we have to use village counselors to assist us in managing village funds because they have sufficient skills (interview, March 2017).

Based on the facts revealed it can be seen that the skills of the village apparatus in the management of village funds in North Konawe Regency is still minimal. This is evidenced by the weak skills of the village apparatus in the acquisition of computers, the planning of village funds and the making of reports of the use of village funds in accordance with established standards. Thus the competence of the village apparatus in Kabupaten Konawe Utara in the management of village funds has skills acquisition skills. The results of this study are relevant to the opinion of Spencer and Spencer (1993) quoted Yuniarsih and Suwatno (2009) that one of the competencies that must be possessed in working or working is skill.

3. Motive village officials in the Village Fund Management

One of the competencies that the village apparatus should have in managing village funds in Konawe Utara Regency is the motive. Development implemented by the village apparatus should have the basic intention or thought that encourages the management of village funds is good and true for the realization of advanced village development, independent and prosperous. The facts revealed in connection with the motive of village officials in managing village funds in North Konawe District as informed by the informants that:, with the village funds given annually for village development, we as the village apparatus have a strong impetus To utilize village funds effectively and efficiently to achieve rapid, advanced, self-sustaining village development and achieving the welfare of village communities (interview, March 2017). A relevant opinion was also raised by one of the informants who stated that:, we as village officials were very grateful for the existence of village funds, have strong intentions and thoughts to encourage the use of village funds quickly and appropriately on the aspects of governance, village development, development and Empowerment of village communities (interview, March 2017).

Based on the facts revealed it can be seen that the village apparatus in North Konawe District in managing the village funds has a pretty good motive in the management of village funds. The village apparatus in Kabupaten Konawe Utara has strong intentions or basic ideas that can be encouraged in the management of village funds to be used effectively in achieving the established development objectives of developed and independent villages. With the motives of the village apparatus in the management of village funds, this study supports the opinions of Spencer and Spencer (1993, quoted Yuniarsih and Suwatno (2009) that one of the competencies that must be possessed in working or working is the motive.

4. Behavior of Village Officials in Village Fund Management

In the management of village funds in North Konawe District is needed behavior as an absolute competence must be owned by village officials in carrying out their duties associated with the implementation of village development using village funds. The facts revealed in relation to the behavior of the village apparatus in fund management as one informant puts it that:, in the management of our village funds acted in accordance with established procedures. We follow technical guidance in planning, implementing, monitoring, evaluating and preparing reports on the use of village funds under village fund management rules (interview, March 2017). A relevant opinion was also expressed by one of the informants that: ... we carried out the village fund management in accordance with the guidelines. So the actions we take in accordance with the rules of village fund management are planning and implementing the village fund management for the administration of village administration, village development, community development and community empowerment towards the developed and independent village according to the regulations (interview, March 2017).

Based on the informant's opinion it can be seen that the behavior of the village apparatus in village fund management is focused on the action in accordance with the provisions of the village fund management in accordance with the provisions of the prevailing laws and regulations. The action of the village apparatus in village fund management seeks to undertake the planning and implementation of village development based on village funds that have been provided to realize the welfare of village communities through the administration of village administration, village development, community development and community empowerment. Behavior as a competence that should be owned by village officials in the management of village funds in accordance with the opinion of Spencer and Spencer (1993, quoted Yuniarsih and Suwatno (2009) that the behavior is the dimension of competence that must be owned in work or work on the organization.

5. Self-concept of Village Apparatus In Rural Fund Management

One of the competencies that must be owned by the village apparatus in implementing the village fund management of Konawe Utara Regency is self concept. In the management of the village funds required self-concept of each apparatus that is the attitude of the village apparatus to be interested in managing the village funds embodied in the planning and implementation of village governance, the construction of village facilities, coaching and empowerment of village communities. In this study there are facts relevant to the self-concept of the village apparatus in the management of village funds in Kabupaten Konawe Utara as disclosed by one informant that:, with the existence of village funds sourced from the State Budget and Revenue then we are very supportive and interested To implement a sound and proper village fund management in accordance with the provisions of the use of village funds that have been set up by the government. We as the village apparatus are very happy to manage the village funds as we are free to make village development planning and implement village development independently according to the needs of the village community (interview, March 2017). In a relevant view, the informant further states that: we are very pleased and interested to manage the village funds because the village apparatus is authorized to make the planning and implement development independently and freely in accordance with village needs and in accordance with the village fund management rules for Realizing an advanced and independent village community (interview, March 2017).

Based on the informant's opinion, it can be seen that the village apparatus in North Konawe Regency in implementing the village fund management is supported by self concept that is the attitude of interested or happy in supporting the management of village funds to be used properly and correctly in the administration of village administration, facility development, coaching and empowerment Villagers in accordance with the provisions of village fund management that has been established by the government. The facts revealed are relevant to the opinion of Spencer and Spencer (1993) quoted Yuniarsih and Suwatno (2009) that one of the competencies that must be possessed in working and working in organization is self concept.

The facts revealed about the competence of the village apparatus in the management of village funds in Kabupaten Konawe Utara found that the knowledge and skills of rural apparatus in implementing the village fund management is still very minimal because the influence of education level of the village apparatus is mostly just high school or equivalent. In this study found the competence of village apparatuses in Konawe Utara District in the management of village funds such as the motives, behaviors and self-concept of the village apparatus have been realized in the planning and implementation of village development, village administration, community development and empowerment in accordance with technical guidelines or regulatory provisions current regulation. Village officials are always motivated and keen to take action in the management of village funds freely, properly and correctly in accordance with the regulations set by the government with mengutamakan principles of transparency, accountability, participation, conducted in an orderly and disciplined so as to achieve rural development of a prosperous, fair, Advanced and independent.

IV. Conclusion

Based on the results of the study and discussion on the competence of the village apparatus in the management of village funds in Konawe Utara District, it can be concluded that: (1) the competence of the village apparatus knowledge in the management of village funds in Konawe Utara Regency is still minimal because the education level of the village apparatus Upper middle or equivalent. To overcome this problem, the village apparatus uses village counselors to assist with the management of village funds beginning with planning, implementation and reports on the use of village funds. (2) The competence of village apparatus skill in managing village fund in Konawe Utara Regency is still minimal due to the low level of education of the village apparatus so that the job mastery ability is technically weak, such as financial reporting and computer control. To overcome this, the village apparatus should use village assistants with good skills to undertake technical work in managing village funds. (3) The competence of the motive of village officials in the village fund management in the North Konawe based with a strong intention or thoughts to driven to the village fund management is good and right for the realization of rural development of advanced, independent and

prosperous. (4) The competence of the village apparatus in the management of village funds in Kabupaten Konawe Utara is evidenced by good and proper actions in the management of village funds in accordance with technical guidelines and provisions in the prevailing laws and regulations. (5) The competence of self-concept of village apparatus in Kabupaten Konawe Utara in the management of village funds is evidenced by an interest or favorable attitude and supports the management of village funds sourced from the State Revenue and Expenditure Budget in accordance with the provisions applicable for use in the administration of village administration, Facilities, guidance and empowerment of village communities in order to realize the development of a prosperous village, advanced and independent.

The competence of village officials in the management of village funds in Kabupaten Konawe Utara is still minimal from the knowledge and skills aspect so that in the management of village funds as a new policy in supporting rural development should use the village counselor to assist the management of village funds. Therefore, further research can be focused on the influence of village apparatus education levels in the management of village funds in other districts. In the follow-up study can be emphasized on aspects of knowledge and skills of village officials in the management of village funds in Indonesia.

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