



Village Government Management and the Effectiveness of Achieving the Village Autonomy Program through the Performance of Village Apparatuses in Garut Regency

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ABSTRACT

The village apparatus in the Garut Regency still needs to be fixed. It is suspected that the village autonomy program will be less successful because the management of village governance has yet to be implemented. This study intends to examine the influence of village government management on the effectiveness of regional apparatus in implementing the village autonomy program. Utilizing a survey approach, quantitative and descriptive analysis is the research methodology used. The research target group was 421 villages included in the village administration in Garut Regency, with 81 villages being the sample of 81 respondents. Statistical analysis method using path analysis is the applied data analysis technique. Based on the discussion results, the village government's management needs to disseminate development to the community optimally. The performance of the village apparatus could have been better for the independence of the apparatus in carrying out its duties and responsibilities and the effectiveness of the achievement of the village autonomy program. The findings of the research results are suggested to the government of Garut Regency to increase the effectiveness of achieving the village autonomy program to make clear and detailed village strategic policy formulations.

Keyword:

Village-Government-
Management,
Apparatus-Performance,
Achievement-Effectiveness,
Village-Autonomy

INTRODUCTION

Implementing village autonomy, which grants communities the authority to allocate resources and establish measurable service standards, budgets, goals, and performance targets, is expected to enhance the effectiveness and efficiency of government performance.

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Village institutions, the closest government entities to the community, are crucial in driving regional development by actively engaging in development planning and service delivery (Andreas Renter, 1986). Given their direct interaction with the community, village officials are considered the front-line representatives. Therefore, these officials must serve as a platform for community problem-solving and effectively convey community goals and aspirations for further action. Furthermore, the village plays a vital role in bridging the gap between government initiatives and community members, facilitating understanding, and garnering support from the community. The performance of village governments can be assessed based on their ability to provide opportunities for capacity building and proportional allocation of authority (Thamrin, 2020).

The effectiveness of village autonomy, particularly in Garut Regency, needs to be improved. This can be observed through two key indicators. Firstly, there is a declining trend in Village Original Income, which mainly relies on self-help initiatives and community cooperation. Secondly, village governments must pursue more development priorities, focusing on physical infrastructure development, while human resource development appears to be overlooked (Poole, 1990). To illustrate this point, the author presents a performance assessment of village government programs implemented in the Garut Regency from 2018 to 2021.

Table 1. Achievement of Village Government Program Implementation Performance in Garut Regency

No	Performance Indicator	Year 2018		Year 2019		Year 2020		Year 2021	
		Target	Realization	Target	Realization	Target	Realization	Target	Realization
1	Percentage of active community economic groups	50 %	47 %	55 %	54 %	60 %	55 %	65 %	57 %
2	Percentage of villages with active BUMDes	55 %	40 %	60 %	55 %	65 %	60 %	75 %	72 %
3	Percentage of facilitated village markets	50 %	47 %	60 %	50 %	60 %	52 %	70 %	68 %

Source: Garut Regency E-Sakip Year 2021

Based on Table 1, the performance of implementing village government programs in Garut Regency uses three indicators: the number of active community economic groups and villages with active Bumdes and facilitated village markets. From these data, it can be seen that from 2018 to 2021, there has been an increase in targets for three performance indicators, but they have yet to be achieved.

The description above highlights circumstances that indicate the shortcomings in attaining the objectives of the village autonomy program. Initially designed to grant villages the autonomy and jurisdiction to address their own needs and tap into local resources to promote the well-being of their residents, village autonomy has encountered challenges (Keddie et al., 2022). The proliferation of financial aid directed toward villages, including Village Funds, Village Fund Allocation Programs, and Provincial Government Assistance, signifies an increasing dependence on government support, diminishing the potential for community-driven initiatives and cooperative efforts in financing village development.

It is impossible to separate the elements of managing village governance from the success of regional autonomy. According to Santoso (2015: 28–29), the ability to manage village government support and the efficiency of village government greatly influences the ability to administer village governance. For this reason, it is also necessary to realize that village reform in the administration of village governance is intended so that the village can act as a hub for the growth of the welfare of the local community.

The problem of village government management in village development in the Garut Regency is still an actual issue and is the primary concern of the Garut Regency government. Various weaknesses were found in the implementation of village government management, including the low ability of village government to prepare village plans, low ability to make village regulations, village planning that was not participatory, village planning that paid little attention to local potential, weak village financial management, poor village apparatus recruitment process not objective and pays little attention to needs, implementation of physical development that is not by specifications, low commitment of the apparatus, low transparency and accountability of financial reports (Fard & Karimi, 2015).

Factually, the description of the quality of village government management in Garut Regency can be seen from the performance achievements of the quality of village government administration in Garut Regency, which are presented in the following table.

Table 2. Achievement of Quality Performance of Village Administration in Garut Regency

No	Performance Indicator	Year 2018		Year 2019		Year 2020		Year 2021	
		Target	Realization	Target	Realization	Target	Realization	Target	Realization
1	Percentage of villages performing well	70 %	58 %	85 %	80.5 %	90 %	88 %	95 %	90 %

Source: Garut Regency E-Sakip Year 2021

Based on Table 2 above, it can be seen that in 2018, the target for the performance quality of village government administration was only 70 percent, and the realization was only 58 percent. In 2019, there was an increase in the target, namely to 85 percent, and the achievement is 80.5 percent. In 2020, the performance target was 90 percent and achieved 88 percent. In 2021, the performance target was 95 percent, and the realization reached 90 percent. Based on the data above, even though there was an increase in the target from 2018 to 2021, the achievement of the quality of village administration has not been optimal.

Given that the village is an organization, it is impossible to separate bad management from the abovementioned problems. Ineffective village head leadership is often a significant barrier to rural democratization (Wiyono, 2018). The only power in village governance belongs to the village head. Then, a new hope for village democracy was born, openly forming the BPD (Regional et al.) as a village representative institution (Chetty, 1996).

The Village strongly believes that the Village Consultative Body will develop into a new machine of village democracy, functioning as a platform for participation, ambition, and articulation and a powerful tool for managing village government apparatus. However, the BPD sometimes raises new problems at the village level, primarily related to the bond between the village head and the BPD. From the village head's point of view, several village heads did not want to share power with the BPD, were worried that the control exercised by the BPD would hinder its function, and several village heads thought that power should be single. It is said that power is always one, like the sun, where there are no doubles. On the other hand, the village head is often imagined as a community defender who represents the village.

However, village governance in this situation still needs more transparency and accountability.

Regardless of personal preferences, it is imperative to foster the effective utilization of village human resources (personnel) in alignment with the shared objectives and institutional reforms within the village context. This necessitates the optimal functioning of village officials. They depart from outdated management philosophies that perceive humans as machines; human resources are no longer regarded as mere production components. In the present management paradigm, village apparatuses are recognized as human capital that plays a crucial role. Diverse perspectives influence the treatment of human resources. From the first perspective, production and human resource management coexist, albeit with potential encroachments on human dignity by marketing and finance domains (Kadir et al., 2021). Acknowledging that individuals are the driving force within institutions or organizations, they transcend the notion of being mere resources.

In addition, the performance of the village apparatus in the Garut Regency area in realizing the effectiveness of achieving village development programs has yet to be maximized. This can be seen, for example, in the performance of village services to the community. The initial assessment results show that services to the community still need to be more optimal, such as extended service times, fees for making cover letters for identity cards/KTPs, and so on. The community also complains about the mental attitude of the village apparatus in serving the community and the discipline of the apparatus, which also needs to be improved. This, for example, is illustrated by the frequent delays in arriving at the village office. One of the villagers said that a village official came at 08.30 in the morning, even though his working hours started at 07.30.

To see more clearly the problem of the not-yet-optimal performance of the village apparatus in Garut Regency, the following presents the performance achievements of village government services from 2018 to 2021.

Table 3. Performance Achievements of Village Government Public Service Quality in Garut Regency Year 2018 - Year 2021

No	Performance Indicator	Year 2018		Year 2019		Year 2020		Year 2021	
		Target	Realization	Target	Realization	Target	Realization	Target	Realization
1	Satisfaction Level	100 %	80 %	100 %	80 %	100 %	82 %	100 %	83 %

Source: Garut Regency E-Sakip Year 2021

Three above, it is known that the achievement of the targets for the quality of public services in village government in Garut Regency during the period 2018 -2021 was not fully achieved, meaning that there were still various complaints indicating that the performance of the village apparatus was not optimal in providing public services. The lowest achievement was in 2018, namely 80 percent, while the highest was 2021 82.5 percent. If you look at the achievement performance, there is an increase, even though it is tiny. The rise in village service performance is undoubtedly different from the village's financial condition, which is increasing remarkably.

Sudirwo defines village management as the process of achieving village goals, which includes organizing, planning, activating, and supervising community development (Savitri et al., 2019). Meanwhile, Law Number 6 of 2014 concerning Villages defines villages as traditional villages and villages, or what is known by other names, as legal community units with territorial boundaries that have the power to control and manage government activities.

And community interests. Based on community actions, origin rights, and customary rights that are recognized and upheld by both. Gullick proposed management principles known as POSDCORB—Planning, Organizing, Staffing, Direction, Coordination, Reporting, and Budgeting. According to Simanjuntak, performance is the degree of success in achieving results after specific tasks. According to Sastrohardiwiryo (2015: 12), loyalty, achievement, responsibility, obedience, honesty, teamwork, initiative, and leadership are some of the performance components. Effectiveness is a metric that shows the potential for achieving goals (Sedarmayanti: 2014:59). If efficiency and effectiveness are related, even if there is an increase in effectiveness, it is not always an efficiency gain. This definition of effectiveness focuses more on outputs, while the issue of using inputs is less of a significant concern. Robbins further advanced the idea of effectiveness, saying that it is "the degree to which an organization achieves short-term (goals) and long-term (means)" goals. Gibson proposes the five P's of productivity, quality, efficiency, flexibility, and satisfaction to evaluate effectiveness.

The novelty of the research statement lies in integrating and synthesizing various definitions, principles, and perspectives related to village management, performance, effectiveness, and evaluation methodologies. By incorporating the definitions provided by Sudirwo, Law Number 6 of 2014, Gullick, Simanjuntak, Sastrohardiwiryo, Sedarmayanti, and Robbins, as well as the evaluation framework proposed by Gibson, the research aims to provide a comprehensive understanding of village management processes, performance components, and the measurement of effectiveness. This integrated approach brings together diverse perspectives and theories, contributing to a more nuanced understanding of village management and its evaluation. Moreover, the proposed evaluation methodology based on the five P's of productivity, quality, efficiency, flexibility, and satisfaction offers a novel framework for assessing the effectiveness of village management practices.

METHODS

The research process is intricately connected to the chosen research methodology and the strategies employed to explore the subject of inquiry. Research techniques serve as a systematic and scientific approach to collect factual and reliable data to study, validate, and generate knowledge that can be applied to comprehend, address, and anticipate problems. This study uses descriptive analytic methods combined with survey techniques. The descriptive approach focuses on disclosing a phenomenon or the relationship between two or more phenomena. This study adopted a survey strategy to accurately capture the population characteristics of the research variables and phenomena. The survey approach involved selecting a representative sample and employing a questionnaire as the primary instrument for data collection. The research focused on examining the relationship between village government management and the performance of village apparatus in achieving program success in the Garut Regency. The research methodology and techniques employed aimed to provide robust solutions for problem-solving through collecting empirical data in the field.

RESULTS AND DISCUSSIONS

Village Government Management in Garut Regency

A questionnaire with 39 statements and five possible answers that must be selected and deemed appropriate by the respondent is used to measure the condition of the village government management factors. Based on the findings of this study, it can be concluded that the implementation of village administration has been carried out correctly using the principles of planning, organizing, staffing, directing, coordinating, reporting, and budgeting. The study results show that the village head has carried out his government management

with management principles in managing village government. The best response is to carry out the planning by setting a target time. This represents that the village apparatus understands how to prepare village development plans. However, there are findings on village government management variables, namely that socialization in the community could have been better. According to researchers, the lack of outreach to the community is caused by several factors, namely the lack of will or motivation from the apparatus to convey information to the public, lack of openness, and not understanding the principles of good governance (Iswanto, 2022). Village government, as a public organization that provides services to the community, must apply the principles of good governance. In other words, they must act professionally and responsibly to keep their promises to the public. Transparency, responsiveness, and other factors must also be taken into account. The lack of socialization will create obstacles to the implementation of development because the lack of public access to information will lead to low community participation in development. On the other hand, if access to information is open, community participation in development will be high, so opportunities to carry out development effectively will be very open (Bourgon, 2007).

These principles are used to achieve the goals and objectives set by the organization. The village administration is a public organization that has goals and objectives. Thus, the management of village government is a series of activities or efforts to achieve village government goals that have been determined by using existing resources controlled by the village. Therefore, if these principles are not implemented optimally, it will affect the success of the village government in managing its administration. Thus, the goals of village development will not be achieved optimally.

Village Apparatus Performance in Garut Regency

Measurements were carried out using a questionnaire consisting of 32 questions, each of which has five potential answers that must be selected and assessed by respondents to determine the causes of the varying performance of village officials. According to research findings, village officials—including their members—perform exceptionally well in loyalty, achievement, responsibility, obedience, honesty, cooperation, initiative, and leadership. The best respondent's response was the apparatus' obedience to the village head's orders. This reflects that the leadership of the village head is relatively good because the village apparatus seems to obey the leadership. However, problems with the performance variable of the village apparatus, namely the not-yet-optimal independence of the village apparatus, have been found. According to the researchers, the cause of the low autonomy of the village apparatus is due to the education of the apparatus, which is not yet high enough, so their insight and conceptual abilities are not very good. This then causes the creativity and innovative capabilities of the apparatus to be less than optimal. In addition, the low independence of the village apparatus can be caused by other factors, namely less participatory decision-making, meaning that decisions taken by the village head do not involve the village apparatus. This can also cause village officials to be afraid to make decisions so that their creativity does not emerge.

Independence is related to the ability of the village apparatus to carry out work based on their skills and the courage of the village apparatus in making decisions and not always depending on leaders or other parties. Significant dependency will lead to low creativity of the village apparatus. Therefore, the village head is responsible for increasing the independence of village flats. Theoretically, performance is the appearance of work behavior characterized by flexibility of movement, rhythm, or sequence of work according to procedures so that

results that meet quality requirements are obtained, speed, and quantity. This theory is very relevant to the research results that show that the performance of village apparatus is closely related to the behavior of village apartments (Luthans, 2002). Apparatus behavior includes work attitudes and individual attitudes of employees in their daily interactions at work. An attitude of independence is needed so that village officials get used to not being dependent on others (Peterson, 2001). Self-reliance will foster a creative and innovative attitude required to develop the potential and capabilities of the apparatus in the framework of increasing human resources and realizing the effectiveness of village development.

The Effectiveness of the Achievement of the Village Autonomy Program in Garut Regency

A questionnaire with 25 questions and five possible answers was used to collect data on the variable conditions of the effectiveness of implementing village development initiatives. Respondents were asked to choose the answer they thought most appropriate for the question. The results of this study indicate that the effectiveness of achieving village development programs is relatively good, namely in attaining goals, integration, and adaptation. The highest response is the level of achievement of the quality of work. The respondents' answers represent that the quality of work in implementing village development is relative to the targeted quality, the speed of implementing development, and the amount by the targets set in the planning. The quality of good work will affect the quality of village development. Quality work results will guarantee the use of longer, safer, and more efficient results, which will lead to community satisfaction. Community satisfaction can foster community participation in development. According to researchers, the low motivation of village apparatus in implementing the village autonomy program can be caused by several factors, namely leadership, the attitude of the apparatus themselves, work situations, and rewards.

That village autonomy is genuine, unanimous, and total independence and is not a gift from the government. On the other hand, the government must respect the village's initial autonomy (Ilmu et al., 2022). Villages can carry out legal actions according to public and civil law, have wealth and property, and be prosecuted or prosecuted in court as a legal community unit with a unique structure based on privileges. The village government carries out several development activities to improve community welfare. A program is a series of activities or actions to achieve goals. This program is a multidisciplinary, goal-oriented activity consisting of several activities that must be completed within an allotted time and with limited resources. Regarding objectives to be achieved, programs can be compared with policies. The program is a measure carried out to accomplish the intended goal.

Meanwhile, "efficacy" refers to a metric that shows how far the goal can be achieved. If efficiency and effectiveness are related, then even if there is an increase in effectiveness, it is not always an efficiency gain. This definition of effectiveness focuses more on outputs, while the issue of using inputs is less of a significant concern. Robbins further advanced the idea of effectiveness, saying that it is "the degree to which an organization achieves short-term (goals) and long-term (means)" goals. Emerson offers a relatively straightforward definition of efficacy, stating that efficacy is a measurement of meeting predetermined goals and objectives. Its relation to the success of the program means that if the goals or objectives of the program have been achieved by what was previously anticipated, then the program is effective; on the other hand, if the same goals and objectives have not been achieved, the program is not or has not been successful.

The lack of motivation from the community, according to researchers, can be caused by several things, namely the lack of transparency from the village government in implementing

the village autonomy program, lack of accountability of village government, poor leadership of the village head and the poor economic condition of the community (Gusmão et al., 2018). Theoretically, the results of this study are relevant to the opinion put forward by a straightforward explanation about effectiveness put forward by Emerson, who states that effectiveness is measured in the sense of achieving predetermined goals and objectives. Its relation to the achievement of the program means that if the goals or objectives have been achieved by what was previously planned, the program is effective. Conversely, if the goals and objectives of the program are not achieved, the program is not practical.

The Influence of Village Government Management on the Performance of Village Apparatuses in Garut Regency

The formulation of the hypothesis proposed is: "There is a relationship between the performance of the village apparatus (Y) and the administration of village governance (X)." Tests, especially route analysis tests, are carried out to determine whether the proposed hypothesis is correct. This calculation produces a value of $r_{yx} = 0.6395$, and the path coefficient (P_{yx}) is 0.6395 (the calculation results are shown in the attached correlation matrix). We use the t-test to assess the relationship between the X and Y variables by comparing count and stability. The following formula produces a count value:

$$t = \frac{P_{xz}}{\sqrt{\frac{1 - P_{zx}^2}{n - 2}}} \quad \text{Then} \quad t = \frac{0,6395}{\sqrt{\frac{1 - (0,6395)^2}{81 - 2}}} = 7.39$$

The resulting ttable value is 1.99 with parameters $n = 81$, $\alpha = 0.05$, and $n-2$ degrees of freedom. Therefore, according to this test, $t_{count} = 7.39 > t_{table} = 1.99$, which means $t_{count} = 7.39 > t_{table} = 0.975$; 79. These results indicate that the decision to reject H_0 and accept H_1 indicates that village government management variables significantly influence village officials' performance (X) (Y). The Coefficient of Determination (R^2_{YX}) value = 0.4089 further supports the significance of the test results above. This figure shows that the performance of the village apparatus is affected by the administration of the village government by 40.89%. In comparison, the remaining 59.11% is influenced by other variables unrelated to the village government administration, which are not considered in the model. Based on the findings of this study, the performance of village officials will increase with improvements in village government management. The findings of this study corroborate the research findings of Erlinawati (2014), Anondo (2011), and Tayib (2012), which show that management has a significant and beneficial impact on performance. In addition to issues of village government management, additional elements that have yet to be studied also impact the performance of village apparatus (epsilon). The external variables considered are as follows: policy factors, village government environment, motivation of village officials, village head leadership, village facilities and infrastructure, and community involvement. These elements directly impact how well the village machinery functions (Saepudin et al., 2022).

The Influence of Village Government Management on the Effectiveness of Achieving the Village Autonomy Program in Garut Regency

The formulation of the hypothesis proposed is: "Village government administration (X) has an impact on the successful implementation of village development projects (Z)." Tests, especially route analysis tests, are carried out to determine whether the proposed hypothesis

is correct. This calculation produces a value of $r_{zx} = 0.4011$ (calculation results attached). The test results show that the path coefficient is 0.4011. A test is run by comparing t_{count} and t_{table} to learn more about the effect of variable X on Z. The following formula produces t_{count} values:

$$t = \frac{P_{xz}}{\sqrt{\frac{1-P_{zx}^2}{n-2}}} \quad \text{then:} = 3.79 = \frac{0,4011}{\sqrt{\frac{1-(0,4011)^2}{81-2}}}$$

The t table value of 1.99 is achieved using the parameters $n = 81$, $\alpha = 0.05$, and $n-2$ degrees of freedom. Based on this test, the t_{count} ($t_{count} = 3.79 > t_{table} = 1.99$) is higher than the t_{table} value ($t_{0.975;79}$). From this value, it is determined that H_0 should be rejected and accepted H_1 so that the village government management variable (X) has a considerable influence on the variable success of achieving village development programs (Z). There are direct and indirect effects of variable X on variable Z. The influence of X on Z through Y is an indirect effect. The following formula determines the strength of X's direct impact on Y:

$$r_{zx} \cdot r_{zx} = 0.4011 \times 0.4011 = 0.1609$$

This value indicates that village government management (X) directly affects the effectiveness of achieving the village autonomy program (Z) by 16.09%. The formula obtains the magnitude of the indirect effect:

$$(P_{zy})(r_{yz})(P_{zx}) = 0.3731 \times 0.6295 \times 0.4011 = 0.0957$$

This value indicates the indirect effect of the village government management variable (X) on the effectiveness of achieving village development programs (Z) of 9.57%. The formula obtains the amount of direct and indirect influence of Variable X on Z:

$$(r_{zx})^2 + (P_{zy})(r_{yz})(P_{zx}) = 0.1609 + 0.0957 = 0.2566$$

Based on the results of these calculations, the total direct and indirect influence of the village government management variable (X) on the effectiveness of achieving the village autonomy program (Z) is 25.66%. The test results show that village government management contributes directly to increasing the effectiveness of achieving the village autonomy program. Apart from that, village government management contributes indirectly to the effectiveness of achieving village development programs through the performance of village apparatus. The results of this study are relevant to the results of research conducted by Fahri (2017), Sugianto (2018), and Suryana (2012), which found that management influences effectiveness. The better the management is implemented, the higher the effectiveness achieved. On the other hand, the worse the management implementation, the lower the effectiveness of organizational achievements. In addition to village government management factors, other factors influence the variable effectiveness of achieving village development programs (*epsilon*). These factors include policy factors, village apparatus performance, the village government environment, village apparatus motivation, village head leadership, village facilities and infrastructure, and community participation (須田, 2004). These factors are interrelated and determine the effectiveness of achieving the village autonomy program.

The influence of the performance of village apparatus on the effectiveness of achieving the Village Autonomy program in Garut Regency

The performance of the village apparatus (X) influences the effectiveness of achieving the village development program (Z), according to the formulation of the proposed hypothesis. A test, typically using route analysis tests, is run to see if the hypothesis is correct. Based on these calculations, the resulting $r_{zy} = 0.6295$ and a path coefficient of 0.3731 (calculation results are attached). The test is carried out by comparing t_{count} and t_{table} to determine the effect of variable Y on Z. The following formula produces a t_{count} value):

$$t = \frac{P_{xz}}{\sqrt{\frac{1 - P_{zx}^2}{n - 2}}} \quad \text{Then} \quad t = \frac{0,3731}{\sqrt{\frac{1 - (0,3731)^2}{81 - 2}}} = 3.57$$

Based on the test above, the t_{count} value is greater than the t_{table} value ($t_{0.975; 79}$), namely, $t_{count} = 3.57 > t_{table} = 1.99$. From this value, the decision is obtained to reject H_0 and accept H_1 so that the village apparatus performance variable (Y) significantly affects the effectiveness of achieving village development program variables (Z). The significance of the test results above is also supported by the value of the *Coefficient of Determination* ($R^2_{ZY} = 0.2349$). This value indicates that the performance of village apparatus (Y) influences the effectiveness of achieving village development programs (Z) by 23.49%. In comparison, the remaining $(P_{Z\epsilon})^2$ of 76.51% is influenced by other variables outside the variable performance of village apparatus, which are not included in the models. The test results above show that the performance of the village apparatus contributes to increasing the effectiveness of achieving village development programs. The results of this study are relevant to the results of research conducted by Herdiana (2016), Paramitha (2015), and Amin (2016), who concluded that performance affects effectiveness. The better the performance, the higher the effectiveness; conversely, the less performance, the lower the effectiveness. In addition to the variable performance of the village apparatus, the effectiveness of achieving the Village Autonomy Program is also influenced by other variables not studied (*epsilon*), which have a considerable effect, namely 76.51. The magnitude of the influence of external factors is inseparable from the many external factors that affect the effectiveness of achieving the village autonomy program. External factors influencing performance include management, policy, village government environment, village apparatus motivation, village head leadership, village facilities and infrastructure and community participation, politics, economy, socio-cultural, and security. These factors are interrelated and will determine the increasing effectiveness of achieving the Village Autonomy Program (Akpa et al., 2021).

The village is given the authority to supervise and manage government administration, local community interests based on community initiatives, and recognized original and customary rights (Enuka & Ojukwu, 2016). Administration of government affairs, then, refers to "governing," "looking after government activities," and "interests of the local community." It is apparent from the description above that Law Number 6 of 2014 upholds the idea of village autonomy, primarily intended to assist village development and improve the welfare of village communities and living standards. It reduces poverty by meeting basic needs, improving village infrastructure, and maximizing regional economic potential.

Village autonomy, in which communities are empowered to decide how to allocate resources and create specific and measurable service norms, budgets, goals, and performance targets, will lead to more effective and efficient government performance. Villages that will play an active role in planning and implementing development and services

are government entities closest to the community, so they become the driving force for the success of regional development. Because the village interacts directly with the community, it is called the spearhead. As a result, village officials must be able to function as a forum for the community to solve problems or convey their goals and wishes to individuals who meet the requirements for further action.

CONCLUSION

Based on the research analysis and discussion, significant findings were identified. Regarding village government management, suboptimal socialization of development to the community, limited supervisory control, and inadequate data collection on development needs were observed. Regarding the performance of the village apparatus, suboptimal independence, work commitment, and compliance with superiors' orders were noted. The effectiveness of village development programs showed suboptimal motivation and commitment of officials and the community, underutilization of technology, and inadequate provision of clean water facilities. These findings contribute to the existing theory by establishing conceptual connections and highlighting the interrelationships and correlations between village governance management, institutional efficiency, and the success of development projects.

Specific recommendations were proposed to address these issues. Enhancing the capacity of village heads in task delegation and supervision, providing government management training for all village apparatus, and establishing a transparent village website were suggested. Efforts to improve motivation among officials should focus on welfare improvement and aligning incentives with regional standards. Increased resident participation in the development process and improved technological skills through training were also advised. Additionally, prioritizing clean water facilities in the village budget and collaborating with external entities like PDAM for clean water provision were recommended. For further research, it is suggested to explore factors beyond the research variables that influence the effectiveness of achieving the village autonomy program, considering the current study's limitations.

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