FACTORS HINDERING THE IMPLEMENTATION OF THE MINISTER OF HOME AFFAIRS REGULATION NO. 84/2015 ON THE STRUCTURE AND WORK PROCEDURES OF THE VILLAGE GOVERNMENT IN SEREH VILLAGE, JAYAPURA REGENCY

Renida Joselina Toroby[1*], Nyariana Hadiyanti Wulandari[2]
[1,2]Master of Public Policy Graduate Program, Cenderawasih University
E-mail: [1)] jozelinarenida@gmail.com

Abstract

The focus of this research is to explore the barriers that hinder the enforcement of Minister of Home Affairs Regulation Number 84 of 2015 regarding the Structure and Operating Procedures of the Village Government in Sereh Village, Sentani District, Jayapura Regency. Qualitative research methodology was utilized for this study. Data was gathered through observations, interviews, documentation, and literature reviews. The data was analyzed using techniques such as data reduction, data presentation, and conclusion/validation. The findings of this study suggest that the Sereh Village Government prioritizes simplicity and efficiency in policy implementation to ensure optimal service delivery. However, in the process of implementing the regulation of the Minister of Home Affairs number 84 of 2015, communication and resources. Communication is currently restricted to activities related to developmental planning and socialization at the sub-district level. Furthermore, related to the placement of human resources, some are still not in accordance with their competencies. It is important to support and provide guidance to relevant agencies and village officials as they fulfill their responsibilities, roles, and positions in Kampung Sereh, Sentani District, Jayapura Regency, ensuring compliance with laws and regulations while considering the unique needs of the community and local traditions.

Keywords: *Implementation, Policy, Village Government*

1. INTRODUCTION

The village government is an essential government entity that is closely connected to the local community. Throughout history, there has been ongoing controversy surrounding its role and official status, particularly among political leaders. Law Number 6 of 2014 regarding Villages has consistently led to alterations in the dynamic between villages and higher-level governments, as well as shifts in the balance of power among political factions within villages. The term supra-village government in nomenclature can be interpreted as stated in Law Number 6 of 2014 with the term 'village arrangement' by the government above it, namely the district, provincial, and central governments (Sholiqin, 2021).

According to article 1 paragraph (3), the Village Head or another designated individual, along with the village apparatus, acts as an organizer within the Village Government. According to this article, the village government plays a key role in organizing the village and its responsibilities are outlined in Law Number 6 of 2014 and subsequent regulations. Since the implementation of Law Number 21 of 2001 regarding Special Autonomy in Papua, the designation of "village" has been altered to "*kampung*." Referring to Ilham et al. (2020), *Kampung* in Law Number 6 of 2014 defines a traditional village as a legal community unit with territorial boundaries authorized to regulate

government affairs and local community interests based on community initiatives and traditional rights recognized in Indonesia's government system.

Article 1 paragraph (1) of the Papua Special Autonomy Law further highlights the significance of villages, as well as customary villages or those known by alternative titles... "then the mention of villages that used to be used in Papua has changed its mention to the name Kampung. According to section l of Law Number 21 of 2001, a village or other similarly designated entity is a legally recognized collective unit responsible for governing and overseeing the affairs of the local populace in accordance with traditional customs and practices endorsed by the national government, situated within the Regency/City jurisdiction.

It is essential for village administrations to have laws and regulations in place in order to effectively carry out their duties. Moreover, Chapter XVI of Article 119 of Law No. 6/2014 states that "all provisions of laws and regulations directly related to villages must be based on and adjusted to the provisions of this law" (referring to Law No. 6/2014). In reality, some villages still use the structure and work procedures stipulated in Articles 200 through 216 of Law No. 32/2004. According to Law Number 6 of 2014, it is specified that upon its enactment, Articles 200 to 216 of Law Number 32 of 2004 on Regional Government (State Gazette of the Republic of Indonesia of 2004 Number 125, Additional State Gazette of the Republic of Indonesia Number 4437), as amended on multiple occasions, most recently by Law Number 12 of 2008 on the Second Amendment to Law Number 32 of 2004 on Regional Government (State Gazette of the Republic of Indonesia of 2008 Number 59, Additional State Gazette of the Republic of Indonesia Number 4844), will be repealed and declared null and void.

According to Article 121 of Law No. 6 of 2014, the structure and work procedures of the village government should fully comply with the provisions of that law, with its implementation guided by the Minister of Home Affairs Regulation No. 84 of 2015. Given this context, the focus of this study will be on the "Factors Hindering the Implementation of the Minister of Home Affairs Regulation No. 84 of 2015 on the Structure and Work Procedures of the Village Government."

2. LITERATURE REVIEW

2.1. Policy Implementation

Policy implementation is crucial in the study of public policy. According to Edward III in Insani et al. (2022), policy implementation occurs after a policy has been established, and it involves putting the policy into action. The importance of policy implementation in the policy process is emphasized by Udoji cited from Sihombing et al. (2016) which stated that "the execution of policies is important if not more important than policy making". In relation to the management of public interests, Shafritz et al. (2022) argue that implementation involves the execution of a governmental initiative, encompassing the conversion of a legal directive, whether through an executive order or passed law, into suitable program modifications and frameworks that deliver services or innovative products.

Public administration experts are becoming increasingly worried due to the numerous shortcomings observed in the execution of government policies and programs. This form of concern is then manifested in the form of an initiative to understand how the policy/program implementation process actually runs. Through understanding the

implementation process accurately, it is hoped that it will be able to formulate recommendations that will be used to improve the implementation process so that in the future the implementation of a policy will have a better chance of success than before (Purwanto & Sulistyastuti, 2012).

2.2. Factors Affecting Policy Implementation

Efforts to understand various implementation phenomena are ultimately intended to be able to map out what factors influence the emergence of various implementation phenomena. Experts conducting multiple research activities have identified the specific factors that play a role in determining whether a policy implementation will be successful or not. Various maps of these factors accumulate into what is called a policy implementation model.

The implementation process is a complicated and complex process, because it involves the interaction of many variables and not infrequently implementation also raises problems. Edward III in Insani et al. (2022) identified that communication, resources, disposition or behavior, and bureaucratic structure are four key elements that impact the success of the implementation process.

According to Gogin in Yuliah (2020), policy is seen as a form of communication from the federal government to local authorities. The effectiveness of this communication depends greatly on three key factors, namely (1) policy content, (2) policy format, (3) actor reputation. The elements of policy consist of available resources, advantages provided by the policy, and engagement from the public. The structure of policy involves the clear articulation of policy, the uniformity of policy, how often it is implemented, and the reception of the policy content. Actor reputation consists of the legitimacy and credibility of local government actors. Rondinelli et al. (1983) outlined four key factors that influence the success of implementation, including the surrounding environmental conditions, inter-organizational relationships, available resources, and the characteristics of the implementing agencies.

2.3. Organizational Structure and Work Procedure

The Ministry of Home Affairs, which plays a crucial role in village governance, works towards enhancing the efficiency and effectiveness of village administration and elevating the skills of village officials. This is achieved through the implementation of Minister of Home Affairs Regulation Number 84 of 2015, which focuses on restructuring the organization and streamlining the workflow of village government (Suyono, 2018).

In Article 7, the role of the village secretary is identified as the main figure in the Village Secretariat, responsible for aiding the Village Head with government administration. The village secretary performs various functions like managing administrative and general affairs, as well as handling financial and planning matters. The village secretary supervises the affairs head. Article 8 outlines the responsibilities of the affairs head, comprising the Heads of Administration and General Affairs, Finance, and Planning, who assist the Village Secretary in administrative tasks to facilitate government operations.

The leader of Operations has different roles which include overseeing Administration and General Affairs, responsible for managing administrative tasks, correspondence, archives, and office operations. They are also in charge of organizing the administration of village officials, providing necessary infrastructure, overseeing

official travel, and general services. The person in charge of financial matters is responsible for managing financial affairs, overseeing income and expenses, ensuring financial accuracy, and managing the finances of various village government institutions. The leader of planning is tasked with coordinating planning activities, creating budget plans, tracking development data, evaluating programs, and preparing reports.

Section 9 defines the role of the Section Head as a technical aspect, with their main responsibility being to support the Village Head in executing operations. Section Heads carry out various tasks, including governance management, drafting village regulations, addressing land issues, maintaining peace and order, implementing community protection measures, managing population and areas, as well as collecting and managing Village Profiles. They also oversee rural infrastructure development, educational and healthcare initiatives, and promote community engagement in areas such as culture, economics, politics, environment, family empowerment, youth activities, and sports. The Service Section Head is responsible for providing guidance and motivation for community members to fulfill their rights and responsibilities, encouraging increased community participation, and preserving the socio-cultural values, religious beliefs, and employment opportunities within the community.

Moreover, Article 10 details that the Head of Territory or another appointed individual plays a key role in the territorial task force, tasked with supporting the Village Head in executing his responsibilities within the region. The Territorial Element/Head of Hamlet has specific responsibilities in order to fulfill its duties, including: 1) Promoting peace and order, conducting community safety initiatives, managing population movement, and organizing the region. 2) Overseeing the progress of development projects in the area. 3) Implementing community development programs to enhance the community's capacity and awareness in safeguarding their surroundings. 4) Engaging in initiatives to empower the community and assist in the effective operation of government functions and development efforts.

3. RESEARCH METHODS

This research follows a qualitative research paradigm and utilizes a descriptive qualitative research design. The study took place in Sereh Village, Sentani District, Jayapura Regency, Papua Province. Data sources in this research can be from written documents and related parties, as follows: Individuals who have knowledge about the research topic are considered research informants, such as the Village Head, Village Secretary, relevant department heads, and local task executors. The research also involved reviewing written records pertaining to the governance structure of Sereh Village. Various methods were utilized for gathering data, including direct observation, conducting interviews, and analyzing official documents. In addition, a literature study was also conducted, where sources were obtained from various library sources relevant to the research topic such as; journals, books, online media, etc. (Patmasari, 2022; Tebay & Ilham, 2023; Yunita, 2022).

The data collected in the data collection activities will then be processed and analyzed. The process will be carried out repeatedly until the researcher feels confident that he has obtained complete and correct data on the problem under study. The method of analysis employed in this study involves qualitative data, following the concept of

Miles Huberman, in Ilham et al. (2020), namely: Data reduction, Data presentation, Drawing conclusions / verification.

4. RESULTS AND DISCUSSION

4.1. Research Result

The implementation process is a complicated and complex process, because it involves the interaction of many variables and it is not uncommon for implementation to also raise problems. In relation to the implementation of the Minister of Home Affairs Regulation No. 84/2015 on the Organizational Structure and Work Procedures of the Village Government, this study uses the theory introduced by Edward III. Edward III identified four critical factors that influence the success of the implementation process, namely communication, resources, disposition or behavior and bureaucratic structure. The research concentrates on examining the obstacles that prevent the execution of Minister of Home Affairs Regulation Number 84 of 2015 regarding the Structure and Procedures of Village Government, with a focus on two key aspects: Communication and Resources.

4.1.1. Communication

In simple terms, communication is a message or relationship involving one or more people to share information and reach mutual agreement. Communication can be exemplified the sub-district often invites village heads to communicate in order to create synergies that can support the performance of each village which can provide maximum benefits for the community (Suyono, 2018). Mr. Steven Eluay, the Head of Sereh Village, stated in an interview that communication between sub-district government officials and residents is facilitated through events like the Sub-district Development Planning Meeting and socialization at the sub-district level.

From the results of the interview, it was revealed that the communication carried out was still limited to socialization during development planning deliberation activities at the sub-district level. Village government officials can effectively communicate with the community, specifically when it comes to the responsibilities of the village head and community development. It is essential for village development plans and regulations to include inputs from villagers in order to ensure successful communication and collaboration. The policies of village government officials towards the community can be exemplified by village regulations that regulate various matters.

4.1.2. Resources

In terms of the Organizational Structure and Work Procedures of the Village Government, the village government's policy can be described in recruiting village officials and/or village staff. Based on the results of interviews conducted where the general public can register themselves as village officials. Adequate resources to implement Permendagri 84/2015 are all supporting aspects, both regulations, human resources and financial resources. The minimum standard of education to implement Permendagri 84/2015 is a high school graduate, as mandated by Law Number 6/2014 on Villages. Meanwhile, to be able to run for the position of Village Head, a junior high school diploma is required.

In relation to costs, referring to Suyono (2018), the costs required to implement Permendagri 84/2015 on the Organizational Structure and Work Procedures in each village certainly require costs, however, each village has different costs. This is because some villages need to recruit new village officials to fulfil the formations in accordance with Permendagri 84/2015. In addition, some villages do not need to recruit new village officials because the number of existing village officials is sufficient.

Every organization, agency, or institution needs a good Organizational Structure and Work Procedure to speed up the administrative process including the efficiency of the flow of disposition and correspondence. With a good Organizational Structure and Work Procedure, the flow of correspondence in an organization becomes clear and well organized. When the flow of correspondence is good, it will have an impact on the company's performance in providing effective and efficient services. With this it can be concluded that the Organizational Structure and Work Procedure also affect the performance of an organization or company. An effective structure and operational process can greatly improve the efficiency and overall effectiveness of administrative tasks. Findings from interviews suggest that inadequate human resource support remains a hindrance in Sereh Village, Sentani District.

Referring to Suyono (2018) Basically, disposition is a characteristic that is closely attached to the implementor, namely honesty, commitment and democracy. This principle is in order to put the right people in the right position, fair, not based on personal interests, transparent, all have the same opportunity. In order to establish a village government that is proficient, accountable, and unaffected by unethical practices such as corruption, collusion, and favouritism. The existence of SOPs (standard operating procedures) is understood as a set of writings containing specific steps that explain each detail of activities to perfect tasks in accordance with institutional regulations (government organizations, private, companies, education, health, aviation, industry and so on).

4.2. Discussion

Basically, the Serah Village government organization avoids things that are complicated, long and complex so that it can more easily implement a policy, effectively and efficiently so that it can provide optimal services. The steps or procedures are organized in a document that can be accessed and owned by each member. However, in the process of implementing the regulation of the Minister of Home Affairs number 84 of 2015, there are communication and resources. From the aspect of communication, what is done is still limited to the activities of the Development Planning Conference and socializations carried out at the sub-district level.

Furthermore, the resource aspect is also an obstacle. Where the placement of existing village officials is partly not in accordance with their competencies. Basically, it is better to be able to place the right person in the right position, fair, not based on personal interests, transparent, all equal opportunities. So that a professional, responsible and free from Corruption, Collusion and Nepotism village government can be realized.

5. CONCLUSION

The Serah village government avoids things that are complicated, long and complex so that it can more easily implement a policy, effectively and efficiently so that it can provide optimal services. However, in the implementation process of the Minister of

Home Affairs Regulation No. 84/2015, communication and resources are important. From the aspect of communication, what is done is still limited to the activities of the Development Planning Conference and socializations carried out at the sub-district level. Furthermore, the resource aspect is also still an obstacle. Basically, it is better to be able to put the right person in the right position, fair, not based on personal interests, transparent, all have the same opportunity. So that a professional, responsible and free from corruption, collusion and nepotism village government can be realized.

As a recommendation, there is a need for continuous educational activities for village officials because their tenure is limited by time so that when there is a change of officials, they can know the duties and responsibilities that must be carried out to the village community. It is necessary to continue to provide assistance both by the Village Community Empowerment Agency, related agencies and universities to village officials in carrying out their duties, functions and positions in accordance with applicable laws and regulations and adapted to community conditions and local culture in Sereh Village, Sentani District, Jayapura Regency.

REFERENCES

Ilham, I., Muttaqin, U. I., & Idris, U. (2020). Pengembangan Bumkam Berbasis Potensi Lokal Di Kawasan Perbatasan Indonesia-Papua New Guinea. *Community Development Journal: Jurnal Pengabdian Masyarakat*, *1*(2), 104–109.

Insani, R. B., Darmawan, A., & Hartono, S. (2022). Implementasi Kebijakan Diskon Pasang Baru Di Pdam Surya Sembada Kota Surabaya (Indikator Sumber Daya). *Seminar Nasional Hasil Skripsi*, *1*(01), 361–365.

Patmasari, E. (2022). Multiplier Effect of Dam Development in Indonesia (A Study on Dam Development during the Leadership of President Joko Widodo). *Research and Analysis Journal*, *5*(9), 17–23.

Purwanto, E. A., & Sulistyastuti, D. R. (2012). *Implementasi kebijakan publik: konsep dan aplikasinya di Indonesia*. Gave Media.

Rondinelli, D. A., Nellis, J. R., & Cheema, G. S. (1983). Decentralization in developing countries. *World Bank Staff Working Paper*, *581*, 13–28.

Shafritz, J. M., Russell, E. W., Borick, C. P., & Hyde, A. C. (2022). *Introducing public administration*. Routledge.

Sholiqin, M. R. (2021). *Menjadikan BUMDes Tulang Punggung Ekonomi Desa"*. https://news.detik.com/kolom/d-5713430/menjadikan-bumdes-tulang-punggung-ekonomi-desa.

Sihombing, T., Rorong, A., & Laloma, A. (2016). Implementasi Kebijakan Rekrutmen Pegawai PT. Perusahaan Listrik Negara Wilayah Suluttenggo. *JURNAL Administrasi Publik*, *3*(400).

Suyono, D. (2018). Implementasi Peraturan Menteri dalam Negeri Nomor 84 Tahun 2015 Tentang SOTK Pemerintah Desa di Kecamatan WatukumpulKabupaten Pemalang. *Indonesian Governance Journal: Kajian Politik-Pemerintahan*, *1*(2), 26.

Tebay, V., & Ilham, I. (2023). Literature study: the community perception of rowing venue development in women's forest ecosystem, Youtefa Bay, Jayapura City, Papua. *Depik*, *12*(1), 76–86.

Yuliah, E. (2020). Implementasi Kebijakan Pendidikan. *Jurnal At-Tadbir: Media Hukum Dan Pendidikan*, *30*(2), 129–153.

Yunita, D. I. (2022). *Efektivitas Kebijakan "Belajar Daring" Masa Pandemi Covid-19 Di Papua*. wawasan Ilmu.

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (http://creativecommons.org/licenses/by/4.0/).