

THE EFFECTIVENESS OF THE VILLAGE HEAD'S PERFORMANCE IN VILLAGE GOVERNANCE IN SENGANAN VILLAGE, PENEDEL DISTRICT, TABANAN REGENCY

Ni Luh Komang Cantika Rahayu Dinata*, I Made Sumada, Yudistira Adnyana

Universitas Ngurah Rai Denpasar Bali, Indonesia

E-mail: cantika.rahayu.dinata@gmail.com

Article History

Received: 17 July 2026

Accepted: 17 August 2026

Published: 31 August 2026

Abstract

Effective village governance plays an important role in improving public services, supporting sustainable rural development, and enhancing community welfare. The success of village administration is highly influenced by the performance of the village head as the leader of the village government. This study aims to analyze the effectiveness of the Village Head's performance in the implementation of village governance in Senganan Village, Penedel District, Tabanan Regency, and to identify solutions to overcome the factors that hinder effective performance. This research employed a descriptive qualitative approach. Data were collected through observation, interviews, and documentation. The informants consisted of the Village Head, village officials, members of the Village Consultative Body (BPD), and the community of Senganan Village. Data analysis was conducted through data reduction, data presentation, and conclusion drawing. The study adopted Richard M. Steers' organizational effectiveness theory, which includes work quality, timeliness, work initiative, problem-solving ability, and the ability to foster cooperation. The findings reveal that the performance of the Village Head in administering village governance in Senganan Village has not been fully effective. This condition is indicated by the existence of village programs that have not achieved their targets, delays in program implementation and public services, low community participation in village activities, and insufficient transparency of information to the public. Several factors contributing to these conditions include limited coordination among village officials, low levels of community participation, and inadequate supporting resources. Therefore, efforts to improve the effectiveness of the Village Head's performance should focus on strengthening internal coordination within the village administration, enhancing transparency and accountability, encouraging greater community participation in village development, and optimizing community empowerment and development programs.

Keywords: Performance Effectiveness, Village Head, Village Governance, Public Service, Richard M. Steers.

A. INTRODUCTION

The Indonesian government positions the village as one of the primary actors in national development implementation. Under the authority granted by Law Number 6 of 2014 concerning Villages, village governments bear the responsibility to administer governance, execute development, nurture community social life, and empower the public in accordance with local needs and potential. The successful execution of these functions relies heavily on the quality of leadership demonstrated by the village head, who serves as the central figure in village administration. Within the village context, the village head acts not only as an administrative leader, but also as a decision-maker, development facilitator, and driver of public participation. Therefore, the effectiveness of the village head's performance represents a critical factor determining the successful realization of village development goals. The more effective the performance of the village head, the greater the likelihood of delivering high-quality public services and achieving development that aligns with community needs.

Senganan Village, located in Penebel District, Tabanan Regency, is among the villages striving continuously to enhance the quality of its administrative operations. Although various development programs and public services have been implemented, their execution faces several challenges. Certain programs have fallen short of planned targets, several activities have experienced implementation delays, and community participation in various village initiatives requires further improvement. These conditions indicate that specific operational aspects must be refined to make village governance run more effectively. Program execution data from the 2022–2024 period reveals that the realization of several development activities did not fully achieve established targets. Physical programs—such as village infrastructure construction, irrigation repairs, and public facility rehabilitations—yielded sub-optimal results. Furthermore, research findings highlight challenges in inter-agency coordination, program execution timeliness, and public participation in village development efforts.

To gain a deeper understanding of these conditions, this study utilizes the organizational effectiveness theory proposed by Richard M. Steers. This theoretical framework emphasizes that effectiveness can be evaluated through key indicators: quality of work outcomes, timeliness, work initiative, problem-solving capability, and the ability to foster cooperation. These five indicators serve as the analytical foundation to assess the performance effectiveness of the Village Head of Senganan in executing village governance functions. Based on the background outlined above, this study aims to analyze the effectiveness of the Village Head's performance in village administration in Senganan Village, Penebel District, Tabanan Regency, and identify strategies to enhance village governance effectiveness moving forward.

B. LITERATURE REVIEW

Studies on the effectiveness of village government implementation have been widely conducted by various researchers with diverse focuses. Most studies indicate that the success of village governance is influenced by the quality of the village head's leadership, the ability of village officials to perform their duties, and the level of community participation in the development process. These studies emphasize that the village head holds a strategic position in determining the success of development programs and public service delivery at the village

level. Several previous studies show that the effectiveness of village governance can be observed in the village government's ability to achieve set goals through the optimal utilization of resources. In addition, inter-device coordination among village staff, governance transparency, and the ability to resolve various community issues serve as important indicators in assessing the effectiveness of village administration. Previous research findings illustrate that the effectiveness of a village head's leadership is not only determined by program target achievement, but also by the ability to build collaborative relationships with the community and other village institutions.

The similarity between previous research and this study lies in the research focus on the effectiveness of village government administration and the role of the village head as an administrative leader. Meanwhile, the differences lie in the research location, community characteristics, and the indicators used to measure effectiveness. This study utilizes Richard M. Steers' organizational effectiveness theory, which focuses on five key indicators: work quality, timeliness, work initiative, problem-solving ability, and the capacity to foster cooperation.

Effectiveness

Effectiveness is a concept used to measure the degree of success an organization achieves in reaching its predetermined goals. An organization is considered effective if it can produce outputs aligned with planned objectives through the optimal use of resources. Thus, effectiveness focuses not only on the final outcome but also takes into account the process of achieving those goals. In the context of public organizations, effectiveness serves as a crucial measure for evaluating the success of service delivery to the public. A high level of effectiveness demonstrates that the organization is capable of carrying out its functions and responsibilities appropriately so that established goals can be maximally achieved.

Village Head Performance

Village head performance is a reflection of the degree of success achieved by a village head in carrying out their duties, functions, and authorities as the organizer of village administration. This performance encompasses the ability to manage village governance, execute development projects, foster community life, and empower local residents in accordance with the village's needs and potential. As the leader of the village government, the village head is required to effectively coordinate village staff, manage available resources, and make decisions that support the achievement of village development goals. Therefore, the quality of the village head's performance becomes a critical factor in determining the success of village governance.

Village Administration

Village administration refers to the management of governmental affairs and local community interests carried out by the village government together with the Village Representative Council (BPD) based on applicable laws and regulations. Village administration holds the authority to regulate and manage various aspects of village life in line with the principles of village autonomy. The execution of village governance encompasses a range of activities, including administrative public services, development implementation, community development, and community empowerment. Consequently, the success of village

governance heavily depends on the village government's capacity to execute these functions effectively.

Richard M. Steers' Effectiveness Theory

This study adopts the organizational effectiveness theory proposed by Richard M. Steers as a framework to analyze the performance effectiveness of the Senganan Village Head. According to Steers, organizational effectiveness can be measured through several indicators that reflect the organization's ability to achieve its designated goals. The indicators of effectiveness used in this study include:

- **Quality of Work Output:** The organization's ability to produce programs or activities that deliver tangible benefits to the community.
- **Timeliness:** The ability to complete tasks and execute programs according to predetermined schedules.
- **Work Initiative:** The leader's capacity to develop ideas, innovations, and strategic steps to enhance organizational performance.
- **Problem-Solving Ability:** The capacity to address and resolve various challenges that arise during the execution of organizational duties.
- **Capacity to Foster Cooperation:** The ability to establish strong working relationships and coordination with village staff, village institutions, and the community to support the achievement of organizational goals.

C. RESEARCH METHODOLOGY

This study employs a qualitative descriptive approach to examine the effectiveness of the Village Head's performance in managing village governance in Senganan Village, Penebel District, Tabanan Regency. The qualitative approach was selected because it provides an in-depth understanding of the execution of the village head's duties based on real field conditions and the perspectives of key stakeholders involved in village administration. The research location was established in Senganan Village, Penebel District, Tabanan Regency. This location was chosen due to various issues related to the implementation of village government programs, public services, and community participation that warrant an investigation into the effectiveness of the village head's performance as the primary administrator.

The study relies on both primary and secondary data. Primary data was gathered through in-depth interviews with the Village Head, village officials, members of the Village Representative Council (BPD), community leaders, and local residents of Senganan Village who possess insight into the village's governance conditions. Secondary data was retrieved from supporting documents, including the Village Medium-Term Development Plan (RPJMDes), Village Government Work Plan (RKPDDes), Village Budget (APBDes), village activity reports, and other relevant administrative records. Informants were selected using a purposive sampling technique based on specific criteria aligned with the research objectives. Data collection techniques encompassed observation, interviews, and documentation. Observation provided an overview of the objective conditions of village administration, interviews allowed for an in-depth exploration of the village head's performance, and documentation served to corroborate findings from observations and interviews.

Data analysis was conducted systematically through data reduction, data display, and conclusion drawing. Collected data was sorted, categorized, and interpreted to capture a full picture of the Village Head's performance effectiveness. To enhance credibility, source and technique triangulation were applied by cross-referencing interview responses, observational data, and document records across multiple informants. The evaluation of performance effectiveness references Richard M. Steers' organizational effectiveness theory, focusing on five key indicators: work quality, timeliness, work initiative, problem-solving ability, and the capacity to foster cooperation. These five indicators serve as the analytical framework to gauge the effectiveness of the Senganan Village Head across governance, development, community building, and empowerment functions.

D. RESULT AND DISCUSSION

The Effectiveness of Village Head Performance in Village Governance

An evaluation of the performance effectiveness of the Senganan Village Head was conducted using organizational effectiveness indicators proposed by Richard M. Steers: work quality, timeliness, work initiative, problem-solving ability, and the capacity to foster cooperation. These five indicators illustrate the level of success achieved by the Village Head across governance, development, community building, and empowerment functions.

Quality of Work Output

Work quality reflects the village government's ability to produce programs and services that deliver meaningful benefits to the community. Research findings indicate that various development programs have been executed by the Senganan Village Government, particularly in infrastructure and public services. However, program achievements have not fully met designated targets. The execution of several physical infrastructure projects remains below planned targets, resulting in unevenly distributed benefits across the village. Based on interviews, the village government has strived to execute programs in alignment with the RPJMDs and RKPDs, yet several operational constraints persist, such as resource limitations and suboptimal program supervision. While portions of the community acknowledge the benefits of road development and social assistance, other programs have yet to deliver a direct, noticeable impact. These findings indicate that work quality does not yet fully satisfy organizational effectiveness principles. According to Steers, effectiveness is demonstrated not merely by executing an activity, but by an organization's capacity to produce outputs tailored to community needs. Thus, improving work quality remains an essential priority for village administration.

Timeliness

Timeliness measures an organization's ability to complete tasks according to established schedules. Research findings show that certain administrative services and development program executions continue to experience delays, preventing some activity targets from being met as planned. These delays stem from factors including multi-party administrative coordination requirements, limited personnel, and suboptimal task delegation during program execution. From an organizational effectiveness perspective, timeliness serves as a critical indicator due to its direct bearing on service delivery quality. Prompt and accurate service

delivery directly correlates with higher community satisfaction with village governance. Given these conditions, timeliness within Senganan Village administration requires improvement through strengthened internal coordination and enhanced oversight of village program implementation.

Work Initiative

Work initiative reflects the village head's ability to develop ideas, innovations, and strategies to improve the quality of village governance. Research findings indicate that the Senganan Village Head has made efforts to implement various programs in accordance with village development plans. Nevertheless, the development of innovations and new programs remains relatively limited, as most activities center on carrying out previously established plans. In the context of village governance, work initiative is a vital factor given the continuously evolving needs of the community. The village head is expected to drive breakthroughs that can accelerate development and enhance public service quality. Research findings demonstrate that initiative capacity is evident in several program planning and coordination activities, yet it requires further enhancement to yield innovations that are more adaptive to community needs.

Problem-Solving Ability

Problem-solving ability measures a leader's capacity to respond to various challenges arising during village administration. Research findings show that the Senganan Village Head has pursued problem resolution through deliberative mechanisms (*musyawarah*), coordination with village staff, and communication with residents. This approach is used to handle administrative matters, development challenges, and social conflicts within the village. However, resolving certain issues continues to take a prolonged period, rendering the effectiveness of these interventions suboptimal. This condition demonstrates that the problem-solving process is not yet fully backed by robust coordination and monitoring systems. In Steers' theory, an effective organization is characterized by its ability to respond to challenges promptly and accurately. Therefore, building problem-solving capacity represents an essential requirement to support the effectiveness of village governance.

Capacity to Foster Cooperation

The capacity to foster cooperation relates to the village head's ability to build harmonious relationships with village staff, the Village Representative Council (BPD), community organizations, and the general public. Research findings indicate that cooperative working relationships among elements of the village administration are fairly well-established. However, community participation levels in various development and empowerment initiatives remain suboptimal. Low community engagement highlights that communication and collaboration between the village government and residents still need strengthening. Community participation is a critical component of village administration, as development success is determined not solely by the village government, but also by the active support of community members as program beneficiaries. Consequently, enhancing cooperation and community participation must be prioritized in efforts to raise the effectiveness of village governance.

Based on the analysis across Richard M. Steers' five organizational effectiveness indicators, it can be concluded that the Senganan Village Head's performance in managing village governance has not yet reached an optimal level of effectiveness. Although various development programs and public services have been carried out, constraints persist in work quality output, program execution timeliness, innovation development, problem resolution, and community participation. Research findings illustrate that village governance effectiveness is influenced not only by the individual capabilities of the village head, but also by the quality of inter-staff coordination, the availability of supporting resources, and the level of community involvement in the development process. These results align with Steers' view that organizational effectiveness is the product of interactions between leadership factors, organizational systems, and the operating environment. Accordingly, improving the performance effectiveness of the Senganan Village Head requires integrated efforts through strengthening internal coordination, enhancing governance transparency and accountability, optimizing community empowerment programs, and developing innovations capable of meeting community needs in a sustainable manner.

E. CONCLUSION

Based on the research findings regarding the effectiveness of the Village Head's performance in managing village governance in Senganan Village, Penebel District, Tabanan Regency, it can be concluded that the Village Head's performance has not yet fully reached an optimal level of effectiveness. An analysis using Richard M. Steers' organizational effectiveness theory indicates that while the indicators of work quality, timeliness, work initiative, problem-solving ability, and the capacity to foster cooperation have been put into practice, several constraints still affect the achievement of village governance objectives.

Regarding the quality of work output indicator, several development programs and public services have been executed, but program implementation remains below designated targets. The timeliness indicator reveals ongoing delays in both program execution and administrative service delivery to the community. Meanwhile, the Village Head's work initiative is evident in the execution of village development projects, though the development of innovations and new programs requires further enhancement. Problem-solving ability has been demonstrated through coordination and deliberation (*musyawarah*) with various stakeholders, yet certain issues still demand a relatively long resolution time. Furthermore, while the capacity to foster cooperation functions fairly well, community participation in various village development activities remains suboptimal.

Factors contributing to the suboptimal effectiveness of the Village Head's performance include limited coordination among village staff, low community participation, resource constraints, and suboptimal execution of social and community development programs. Therefore, integrated efforts are needed to improve internal governance coordination, strengthen transparency and accountability, enhance community involvement in the development process, and optimize community development and empowerment programs so that village administration can function more effectively and sustainably.

REFERENCES

- Adisasmita, R. (2013). *Pembangunan Pedesaan*. Yogyakarta: Graha Ilmu.
- Kusuma, A., & Widnyani, I. A. P. S. (2024). Analisis kinerja aparat desa dalam pelayanan publik di Kantor Desa Nusasari, Kecamatan Melaya, Kabupaten Jembrana. *Journal of Contemporary Public Administration (JCPA)*, 4(2), 105–116
- Moleong, L. J. (2021). *Metodologi Penelitian Kualitatif*. Bandung: PT Remaja Rosdakarya.
- Ndraha, T. (2011). *Kybernology (Ilmu Pemerintahan Baru)*. Jakarta: Rineka Cipta.
- Peraturan Pemerintah Republik Indonesia Nomor 43 Tahun 2014 tentang Peraturan Pelaksanaan Undang-Undang Nomor 6 Tahun 2014 tentang Desa.
- Peraturan Menteri Dalam Negeri Nomor 84 Tahun 2015 tentang Susunan Organisasi dan Tata Kerja Pemerintah Desa.
- Peraturan Desa Senganan Nomor 04 Tahun 2019 tentang Susunan Organisasi dan Tata Kerja Pemerintah Desa Senganan.
- Pradnyani, N. P. A., & Putra, I. G. N. (2023). Efektivitas penyelenggaraan pemerintahan desa dalam meningkatkan kualitas pelayanan publik. *Jurnal Administrasi Publik Indonesia*, 8(1), 45–57.
- Sedarmayanti. (2017). *Manajemen Sumber Daya Manusia Reformasi Birokrasi dan Manajemen Pegawai Negeri Sipil*. Bandung: Refika Aditama.
- Siagian, S. P. (2014). *Manajemen Sumber Daya Manusia*. Jakarta: Bumi Aksara.
- Steers, R. M. (1985). *Efektivitas Organisasi*. Jakarta: Erlangga.
- Sugiyono. (2022). *Metode Penelitian Kualitatif*. Bandung: Alfabeta.
- Sumaryadi, I. N. (2010). *Efektivitas Implementasi Kebijakan Otonomi Daerah*. Jakarta: Citra Utama.
- Suprayogo, I., & Tobroni. (2014). *Metodologi Penelitian Sosial Agama*. Bandung: Remaja Rosdakarya.
- Suryani, N. K., & Adnyana, Y. (2022). Peran kepemimpinan kepala desa dalam pembangunan desa berbasis partisipasi masyarakat. *Jurnal Ilmu Pemerintahan*, 7(2), 88–99.
- Undang-Undang Republik Indonesia Nomor 6 Tahun 2014 tentang Desa.
- Wahyuni, N. M., & Sumada, I. M. (2023). Implementasi tata kelola pemerintahan desa yang efektif dalam meningkatkan pelayanan masyarakat. *Jurnal Governance*, 5(1), 23–35.
- Widjaja, H. A. W. (2014). *Otonomi Desa*. Jakarta: Raja Grafindo Persada.