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## Effectiveness of Village Administration Coaching in Tompas District Minahasa Regency

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**Abstract.** The main objective of this research is to analyze the effectiveness of village administration coaching in Tompas District Minahasa Regency. This research uses a descriptive qualitative approach with primary data sources obtained through structured interview techniques to the sub-district head, sub-district secretary, village head, village secretary, government head in Tember, Kamanga, kamanga one, Sendangan, Liba, Tempok Selatan, Tempok, Talikuran, Tolok and Tolok one villages. Secondary data in the form of regulations, organizational structures and administrative activities of the sub-district head and Village General Administration book documents consisting of: 1) village regulation book, 2) Village head decision book, 3) Village inventory and wealth book, 4) Government apparatus book, 5) cash land book in the village, 6) land book in the village, 7) agenda book, 8) expedition book, and 9) village sheet book and village news. The results showed that the development of village government administration in Tompas District Minahasa Regency has not been running effectively. This is because the administrative order has not been maximized, the village apparatus lacks discipline, there is still a lack of socialization, limited technical guidance, weak supervision and no incentives. For this reason, it is recommended: 1) that the village apparatus be given reinforcement in the form of socialization, technical guidance and inherent supervision, 2) In order for the village apparatus to increase discipline in carrying out their duties and responsibilities, it is better to make a village head regulation to the village apparatus.

**Keywords.** Effectiveness, Administrative Coaching, Village Government, Minahasa

### A. Introduction

Local government units consisting of provinces, districts / cities, sub-districts and villages are an integral part that is inseparable from one another. In accordance with Permendagri no. 47 of 2016 in [Dilapanga et al \(2023\)](#) that Village Government is the administration of government affairs and the interests of the local community in the system of government of the Unitary State of the Republic of Indonesia. The Village Government is the Village Head or what is called by another name assisted by Village officials as an element of organizing the Village Government. Village Administration is the overall process of recording data and information about Village Administration in the Village Register Book [1].

Sub-district is one of the government organizations that is an integral part of the government of the Unitary Republic of Indonesia which functions to carry out general government functions in serving the community ([Dilapanga et al, 2023](#)) [2]. In Minahasa

Regency, especially Tompaso District, based on PP No. 17/2018 Article 10 in [Kairupan & Mantiri \(2020\)](#), stipulates that in leading the Sub-district, the sub-district head has duties, namely: a) organizing general government affairs, b). coordinating community empowerment activities. c). coordinating efforts to maintain public peace and order. d). coordinating the application and enforcement of regional regulations and regional head regulations. e). coordinating the maintenance of public service infrastructure and facilities, f). coordinating the implementation of government activities at the sub-district level, g). fostering and supervising the implementation of village governments in accordance with the provisions of laws governing villages, h). carrying out government affairs which fall under the authority of the district area which are not carried out by the district regional apparatus work unit in the sub-district, and i). carrying out other duties in accordance with applicable laws and regulations [3].

In the Minister of Home Affairs Regulation No. 47 of 2016 concerning Village Administration. Specifically, article 4 stipulates that the implementation of village government administration is carried out through: a). Orderly recording of data and information in village register books and b). development of the necessary village registers books and organizing reporting in accordance with the law. The implementation and development of Village Administration through the orderly recording of data and the development of Village register books is adjusted to the needs, the level of development of the Village administration, and the complexity of the problems faced in recording data and information on various activities. The activities of recording data and information on Village Government activities in general administration include: a). Village regulation book, b). Village head decree book, c). Village inventory and wealth book. d). Village government apparatus book, e). Village treasury land book, f). Village land book, g). Agenda Book, h). Expedition Book, and i). Village Gazette Book and Village news book. So the general administration books that must be made and available in the village, based on the Minister of Home Affairs Regulation No. 47 of 2016, amount to nine (9) General Administration books [4].

In the implementation of coaching village officials in Tompaso District in connection with the main tasks and functions of the village apparatus, training activities, socialization are carried out as an effort to foster village officials as an extension of the main tasks and functions of the sub-district in activities, coaching and training efforts for village officials have been carried out both from Tompaso District and from the Minahasa Regency Village Community Empowerment Office every year since 2018. From the observation of several villages in Tompaso District, namely: 1). Tolok Village, 2). South Tempok Village, 3). Liba Village. Although training, capacity building and guidance and supervision of the orderly administration of village administration have been carried out, in reality the number of books, the quality of books and how to fill them in for general administration books are not in accordance with the objectives in terms of recording and reporting village administration books, as the Village Administration policy stipulated in the Minister of Home Affairs Regulation No. 47 of 2016.

From the results of the preliminary interviews/observations of the author to the secretary of Tolok Village, Mrs. (MT), Secretary of Tempok Selatan Village, Mr. (JH) and Secretary of Liba Village, Mr. (FR) carried out on Wednesday, May 29, 2024 and Tuesday, June 4, 2024, it was found that the General Administration book was not filled in or only decorated in the office, with the following data, namely for filling, recording and reporting Village general administration books consisting of 1). The village regulation book has not been made and is filled with village regulation data, 2). Village head decision book, all village head decisions have not been recorded in the book. 3). The village inventory and wealth book has not been recorded and filled in with village inventory and wealth data, 4). The book of

government officials has not been filled in and recorded government officials in this book, 5). The village treasury land book has not been filled in and is still using the old register. 6). The land book in the village, has not been recorded in this book format, still using the old register book, 7). Agenda book has been recorded and filled in, 8). Expedition book has not been recorded and filled, 9). Village sheet and village news book, not yet recorded about the village sheet or village news according to the format.

From the results of preliminary interviews and observations why the average village general administration book has not been recorded or reported in accordance with article 4 of Permendagri no. 47 of 2016, because it is not in accordance with the indicators of good Village General Administration, namely Orderly Administration, good Management Apparatus, Socialization, Guidance / training and control or inherent supervision from both the sub-district and the District Village Community Empowerment Office to physically check whether the administrative books have been made or not.

Village administration is very important for the activities of organizing the village government, the village government will run smoothly if it is supported by a correct, neat and orderly administrative system or administrative system because it will provide easy and systematic data and information which is very useful for decision making, planning, activity control / evaluation as well as communication and information both in and out (Ella & Andari, 2018) [5]. The implementation of village administration management in Tolok Village, Tempok Selatan Village and Liba Village has not been carried out properly, it can be seen from the results of the author's interview with the Secretary of each Village, which is not in accordance with Village Government Administration in Permendagri no 47 of 2016 explains that village administration is carried out through: 1) Orderly recording of data and information in the Village register book, and 2) Development of the necessary village register books and the organization of reporting in accordance with laws and regulations.

If the General Administration book does not exist or in other words is not orderly administration, the objectives of the village government are not achieved (Sembiring, 2022) [6]. For example, orderly administration of village land must be carried out in accordance with the principles of the applicable village government and listed in the General Administration. As explained in Article 24 of Law No. 6 of 2014 and Article 5 paragraph 2 of Permendagri No. 47 of 2016, it does not rule out the possibility of maladministration/deviations that often occur in the village. The omission of disorder in village administration will lead to maladministration, for example, such as not providing services, procedural deviations, protracted delays and illegal levies due to the disorderly administration of the village.

Based on the phenomenon and some data, it is necessary to conduct a theoretical and methodical study on the effectiveness of coaching and supervision of the orderly general administration of the village government, as the purpose of the Village Administration Policy stipulated in the regulation of the Minister of Home Affairs No. 47 of 2016. The main objective of this research is to analyze the effectiveness of village administration coaching in Tompaso District Minahasa Regency.

## **B. Method**

The research to be carried out uses a type of qualitative research with descriptive analysis. According to Sugiyono (2013) in Tarore et al (2023), states that "Descriptive Research Methods are used to solve or answer problems that are being faced in the current situation carried out with the steps of collecting classification and analyzing data processing and making

conclusions and reports with the main objective of making a description of a situation objectively in a description of the situation” [7].

The focus of this research is to fill the village general administration implemented in Tompaso District Minahasa Regency and the determinant factors in the implementation of the effectiveness of Administrative Guidance, with sub-focuses namely 1) orderly administration, 2) good apparatus 3) socialization, 4) technical guidance, and 5) tiered supervision. The research locations chosen were three villages: Tolok, Tempok Selatan, and Liba villages. The informants in this study amounted to 15 people who were determined using a purposive sampling technique, consisting of the head of the sub-district, the sub-district secretary, the village head and village officials and the community from the 3 research locations.

Data collection techniques were carried out by in-depth interviews, observation and documentation studies. The data analysis technique used is the technique proposed by Miles and Huberman (2014) in [Kairupan et al \(2023\)](#), namely data collection, data presentation, data reduction and verification / conclusion drawing [8]. For data validity factors, researchers refer to the four criteria expressed by [Moleong \(2013\)](#), namely credibility, transferability, dependability, and confirmability [9].

### C. Result and discussion

Based on the Research Focus: Why Village Public Administration in Tompaso District Minahasa Regency Has Not Been Effectively Implemented? Data collection has been carried out in the field using parameters or measuring instruments for several indicators, namely: 1. orderly administration, 2. village apparatus, 3. socialization, 4. technical guidance, 5. supervision, which are presented in the research results and in-depth discussion below:

#### Administrative Order

Village administration is a benchmark for the success of village governance because it is the foundation for strengthening and developing village governance. Based on the results of research through interviews, observations and documentation studies in the field in three research locations, namely Liba, South Tempok and Tolok villages, the research findings are presented in table 1 below:

**Table 1.** Findings in the Administrative Order Indicator

No.	Indicator	Findings
1	Administrative Order	There is an effort by the village government to fill in, tidy up, and organize well the data of general administrative documents.
2	Administrative Order	Filling in the general administration book has not been filled in the proper format, but is still made in a temporary notebook and on the office computer.
3	Administrative Order	Generally, the Village General Administration Book is only prepared when the village will participate in an exemplary village competition at the sub-district, district or provincial level.

*Source: researcher's primary data (2024)*

In the indicator of the findings of orderly administration in the table above, it can be seen that the filling or preparation and readiness of the administration book is still weak (not yet maximized) because basically the village apparatus does not understand, not in accordance with Permendagri 47 of 2016 concerning general administration, namely recording data and information about village government activities in the general administration book.

The Village Government is the smallest public service provider that is directly related to the community as service recipients (Nasution & Lubis, 2016) [10]. Due to the strategic role of the village government, the government issued a policy through Law No. 6/2014 on Villages. The regulation provides flexibility for villages to exercise full authority in managing their own households called village autonomy, so that all authorities and responsibilities must be carried out by the village government, including activities or organizing village government, implementing village development, fostering up to empowering village communities. This means that the role of the village government is very important for the community. So that if the implementation of village government goes well, then development and welfare can be realized (Ali & Saputra, 2020) [11].

For the objectives of the village government to be achieved, it can be done with good administrative activities. It should be understood that administration can be narrowly defined as serving and helping and record-keeping activities, but if it is broadly understood, administration has a deep meaning. Administration according to Siagian (2012) in Cristianingsih (2020) that administration is a process of cooperation between two or more people based on rationality in achieving predetermined goals [12]. So that in the organization of village government, administration is needed in order to achieve goals or at least according to the vision and mission of the village head when he first took office. Without good administration, it is impossible for the goals of the village government to be achieved.

Village administration according to Nurcholis (2011) in Sutisna et al (2022) is the process of recording data and information on the administration of the village government which is recorded in the village administration book [13]. Article 1 of Permendagri 47/2016 on Village Administration states that village administration is the whole process of recording data and information about village administration in the village register book, which includes general administration, population administration, financial administration, development administration, and other administration. In other words, a small activity that can be done so that village administration can be realized is by orderly village administration.

According to the results of research in the field, most of the villages in Tompaso District Minahasa Regency did not implement good village administration, or the administration has not been fully carried out by the village government. For example, the general administration book is not complete or the 9 general administration books are incomplete. Whereas the orderly administration in the village must be carried out in accordance with the principles of the applicable village government and listed in the general administration as explained in Article 24 of Law No. 6 of 2014 in conjunction with Article 5 paragraph 2 of Permendagri No. 47 of 2016. So based on this, it does not rule out the possibility of maladministration (maladministration deviations) often occurring in village governments. Maladministration is unlawful behavior or actions, exceeding authority for other purposes than those for which the authority is intended, including negligence or neglect of legal obligations in the delivery of public services carried out by State and government administrators which cause material or immaterial losses to the community or individuals. The breeding of disorder in village administration will lead to maladministration such as not providing services,

procedural irregularities, protracted delays and illegal levies due to the disorderly village administration.

### **Village Apparatus**

Village officials are government employees who assist the village head in organizing the village government and are responsible for serving the community where they work (Lembong et al, 2017) [14]. Based on the results of research through interviews, observations and documentation studies in the field in three research locations, namely Liba, South Tempok and Tolok villages, the research findings are presented in table 2 below:

**Table 2.** Findings on Village Apparatus Indicators

No.	Indicator	Findings
1	Village Apparatus	There are still village officials who lack competence in the field of general administration.
2	Village Apparatus	There are still village officials who still lack understanding of the field of administrative services.
3	Village Apparatus	Apparatus discipline is still lacking, because entering the office and leaving the office is not in accordance with the rules.
4	Village Apparatus	The importance of incentives to increase work motivation of Apparatus.

*Source: researcher's primary data (2024)*

In the findings of the Village apparatus indicators presented in the table above, from the results of the research carried out, it was found that there were village officials who were less competent in the field of General Administration, there were village officials who lacked understanding of the field of Administrative services and village officials who still lacked discipline. Village officials who are less competent or village officials who lack understanding of the field of administrative services, namely the apparatus that lacks the ability of an apparatus in developing tasks in accordance with their field of work, so that they cannot achieve maximum work results, in the concept of competence there are several aspects contained, namely: knowledge, understanding, skill, value, attitude, and interest.

Based on the researcher's observation that the level of discipline of the village apparatus is still low, this also shows that the enforcement of discipline has not gone according to what is expected, based on the results of the research the author provides information that the application of disciplinary attitudes for village officials has not gone according to what is expected. The main factor in the organization of government and development is the discipline of the apparatus, so that it can run well, effectively and efficiently. Work discipline is a benchmark in the success of government administration, effective development, the discipline of village government officials in Tompaso District. Such as coming to the office on time, leaving the office according to predetermined hours, completing tasks at the specified time and so on. Therefore, the leadership role of the Village Head is very strategic because directly the presence of the leader will affect the discipline condition of the apparatus. This can be understood because the role of the leader in relation to discipline enforcement efforts, there are several things including; the leader acts as an example, role model and role model for his

subordinates. A good village apparatus is an apparatus that has the attitude and behavior of someone who can and is able to carry out his duties and obligations, which he should do to himself, society, the natural and socio-cultural environment, the state and God Almighty.

Based on Permendagri No. 67 of 2017 in Syafi'i (2023), that the village apparatus is a staff element that assists the Village Head in policy formulation and coordination which is contained in the Village Secretariat, and a supporting element for the Village Head in implementing policies which are contained in the form of technical implementers and territorial elements, so in order to ensure the implementation of government, development, community and community empowerment in the village, village officials are needed who certainly have integrity, commitment, and discipline in providing protection and services to the community [15].

Also cooperation between apparatus, both between leaders and subordinates, between fellow village apparatus in an organization is very necessary in achieving the orderly administration, as well as in providing services to the community, the apparatus should cooperate with each other in carrying out their duties.

### **Socialization**

Socialization activities are one of the activities to support village officials in filling out the General Administration Book, this activity is also to provide an understanding to the community and village officials regarding village administration. Based on the results of research through interviews, observations and documentation studies in the field in three research locations, namely Liba, Tempok Selatan and Tolok villages, the research findings are presented in table 3 below:

**Table 3.** Findings on Socialization Indicator

<b>No.</b>	<b>Indicator</b>	<b>Findings</b>
1	Socialization	There was socialization from the sub-district and the Village Community Empowerment Office of Minahasa Regency.
2	Socialization	The implementation time of the Socialization of Village General Administration is still insufficient when compared to the amount of socialization material.
3	Socialization	Not all apparatus who manage General Administration can participate in socialization for various reasons. Among others, because there is no budget support.
4	Socialization	The apparatus included are limited in their ability to absorb the socialization material due to their educational background.

*Source: researcher's primary data (2024)*

Based on the Socialization Indicator Findings Table above, the author analyzes that there is still a lack of filling in the general administration book in the village, and there are several factors that cause this to occur in the village government, namely: First, the lack of socialization and training as well as the role of the local and sub-district governments regarding

the orderly administration of the village, Second, the lack of understanding of the village government regarding village administration, Third, the understanding and participation of the community regarding village administration is still minimal.

Socialization is the process of instilling or transferring habits or values and rules from one generation to another in a group or society (Hamda, 2014) [16]. Or socialization is a general concept that means a process where we learn to interact with others about how to socialize about filling out general administration (9 books), act, think and feel where all of that is important in producing effective social participation.

In the implementation of socialization not all can run perfectly, there are several processes that experience obstacles in addition to human behavior as well as imperfect socialization due to weak absorption of values and norms. For example, because of the lack of time faced with the socialization material, the existence of village officials who did not participate in the socialization and the apparatus who participated in the socialization were limited in their ability to absorb because of their educational background.

Therefore, in order for the socialization to be successful, it is very necessary to strengthen the role of the local government because the village government in carrying out the activities of recording the village administration book is obliged to report it to the regent/mayor as stated in Article 10 of Permendagri No. 47/2016. Then, the local government needs to conduct socialization and training to village governments related to village administration. However, socialization and training are not enough. There needs to be monitoring, coaching, and supervision of the implementation of village administration.

### Technical Guidance

Technical Guidance is one of the activities to support the Village Apparatus' ability to fill in the General Administration Book. In connection with the problems faced by the village government in filling out the village administration, below will be described about the implementation of Technical Guidance. Based on the results of research through interviews, observations and documentation studies in the field in three research locations, namely Liba, Tempok Selatan and Tolok villages, the research findings are presented in table 4 below:

**Table 4.** Findings in the Technical Guidance Indicator

No.	Indicator	Findings
1	Technical Guidance	The implementation of Technical Guidance in improving the capacity of Village Apparatus is carried out by the Sub-district and the Village Community Empowerment Office of Minahasa Regency.
2	Technical Guidance	Limited attendance of village officials in participating in technical guidance on filling out general administration books.
3	Technical Guidance	The socialization of General Administration was not followed by a simulation of filling in the administration book, so that it did not guarantee that the socialization participants understood completely.

4	Technical Guidance	There are still village officials who do not understand the use of digital administration filling.
5	Technical Guidance	The importance of incentives to increase work motivation of Apparatus.

*Source: researcher's primary data (2024)*

In the Table of Technical Guidance Indicator Findings above, the author realizes that the filling of the Village General Administration Book is still not optimal, one of the indicators is the lack of implementation of Technical Guidance for filling in the Village Administration Book, both from the district and from the regional government. Whereas the technical assistance is a program of training and coaching activities organized by the government aimed at improving the quality of human resources or the competence of the village apparatus. By organizing technical guidance, it is hoped that village-level officials will have comprehensive competencies related to the implementation of tasks aimed at orderly administration.

The implementation of technical guidance on village administration so that participants will receive training and education that aims to improve the understanding and knowledge of village officials in filling out the general administration of the village, improve the ability of village officials to use village administration applications and improve the efficiency and effectiveness of village governance in Law No. 6 of 2014 concerning villages [17].

Technical Guidance is a training activity that aims to improve the competence of village officials. Here are some theories about Technical Guidance (Arofa et al, 2021) [18]:

- Technical guidance is a guidance and counseling service provided by experts or professionals in their fields.
- Technical guidance can be used to improve the quality of Human Resources.
- Technical guidance can be used to solve agency problems.
- Technical guidance can help the Indonesian government in educating its people in various types of fields.
- Technical guidance can be one of the efforts to support strategies in strengthening human resources.
- Technical guidance can improve a person's knowledge or expertise in solving problems encountered.

The lack of completion of the general administration book shows that the quality of technical guidance or training that is carried out every year has not been well implemented. Information obtained by participants was not able to understand or not able to fill in because the training was carried out in a hurry, the time available was not enough to understand the overall filling of the village administration book, especially not followed by simulation practice of filling in the administration book and assistance for participants, limited attendance of village officials in participating in technical guidance on filling in the general administration book, and there are still village officials who do not understand the use of digital administration filling.

### **Supervision**

Supervision is one of the indicators to create a good village administration, supervision of village administration is an effort of actions and activities aimed at ensuring the implementation of the village government runs efficiently and effectively in accordance with the provisions of laws and regulations. Based on the results of research through interviews,

observations and documentation studies in the field in three research locations, namely Liba, South Tempok and Tolok villages, the research findings are presented in table 5 below:

**Table 5.** Findings on Supervision Indicators

No.	Indicator	Findings
1	Supervision	General administration supervision and assistance has not been maximized by the sub-district and the Village Community Empowerment Office.
2	Supervision	Tiered supervision is carried out by the village head, but in reality, a complete general administration book is not available.
3	Supervision	Supervision of Village General Administration is only carried out when the village will be included in village competitions both at the sub-district and district levels.
4	Supervision	The importance of incentives is intended to increase motivation to work with enthusiasm.
5	Supervision	There are no sanctions for negligence in filling out the General Administration or rewards for villages that fill out the General Administration.

*Source: researcher's primary data (2024)*

Based on the Supervision Indicator Findings Table above, explaining that supervision is one of the most important indicators in determining the filling of a good general administration book, which strengthens the role of the head of district. As stipulated in Article 12 Paragraph (2) Permendagri no 47 of 2016 that in carrying out guidance and supervision of village administration, the regent/mayor can delegate authority to the sub-district head. That means the role of the sub-district head is very important, the sub-district head is obliged to carry out the delegation of authority including facilitation, supervision, guidance, supervision, and consultation activities on the implementation of village government administration. That way, the facilitation and supervision carried out in stages will be effective in encouraging village governments to organize orderly village administration.

Supervision of village government administration is an effort of actions and activities aimed at ensuring that the implementation of village government runs efficiently and effectively in accordance with the provisions of laws and regulations (Hardiani & Matondang, 2016) [19]. According to Effendi (2006), supervision is the most essential management function, no matter how good the work activities are without supervision, the work cannot be said to be successful [20]. Furthermore, Irham Fahmi (2014) in Aryanto & Jaenab (2023) said that supervision in general can be defined as a way for an organization to realize effective and efficient performance, and further support the realization of the vision and mission of an organization [21].

From the results of the research conducted, it shows that the filling of general administration books has not been carried out properly, due to: 1) tiered supervision is not maximized from the village head, sub-district and the Minahasa Regency Village Community Empowerment Office 2) administrative supervision is carried out when the village will be

included in the village competition only and there is no sanction for negligence in filling out general administration or awards for villages that complete village administration.

Supervision of village administration is carried out to ensure that the implementation of village administration is running properly and in accordance with laws and regulations. Village administration supervision can be carried out by several parties, namely: The community, where the community can oversee the implementation of village administration by reporting it if they find maladministration. Regent/Mayor: The regent/mayor is obliged to provide guidance and supervision of the village. Village Consultative Body (BPD): The BPD plays an important role in overseeing the performance of the village head. Sub-district: The sub-district has the task of fostering and supervising the implementation of village administration. Meanwhile, the supervision of village administration aims to: Ensure transparency, accountability, and budget discipline Improve the performance of village administration, Improve the quality of reporting, Ensure development activities run well.

### **Determinant Factors of the Effectiveness of the Implementation of General Administration of Village Government**

In accordance with the analysis that has been carried out on the focus of this research, namely the filling of village general administration carried out in Tompasso District Minahasa Regency using indicators of Orderly Administration, Good Apparatus, Socialization, Technical Guidance and Tiered Supervision, from the data collected, the researcher concludes that the determinant factors that determine and influence the implementation of the general administration filling policy are good Village Apparatus, and from the above indicators a new indicator is found and determines the filling of village general administration, namely the Budget/Incentive Indicator given to the Village Apparatus.

From the results of the interviews, most of them stated that the decisive or influential factors in achieving good public administration are how the Village Apparatus is, a good apparatus is an apparatus that has basic values and adequate competencies to serve the community. From the results of the research carried out, it was found that there were village officials who were less competent in the field of General Administration, there were village officials who lacked understanding of the field of administrative services and village officials who still lacked discipline.

Furthermore, incentives are a form of appreciation or compensation provided by the government to village officials as additional income outside of salaries, incentives can be in the form of cash or non-cash, incentives are intended to motivate the apparatus to work with enthusiasm and achievement, incentives are also a system that aims to align individual goals with organizational goals. Due to the lack of budget or the absence of incentives, the indicators towards good administrative order will not work or will not be achieved, so this is in accordance with our opinion that it is correct where if there are rules or policies to be implemented followed by costs or costs incurred in the form of incentives, so that researchers state that one of the Determinant factors that determine the effectiveness of the implementation of village general administration is the incentives provided. So with limited budget resources, it will affect the success of policy implementation, besides the program cannot be implemented optimally, budget limitations cause low disposition of policy implementers, according to Edward III in [Widodo \(2010\) \[22\]](#).

#### **D. Conclusion**

Based on the results of the study, it is concluded that the development of village government administration in Tompaso District Minahasa Regency has not been effective. This is because the administrative order has not been maximized, the village apparatus lacks discipline, there is still a lack of socialization, limited technical guidance, weak supervision and no incentives. For this reason, it is recommended: 1) that village officials be given reinforcement in the form of socialization, technical guidance and close supervision, 2) In order for the village apparatus to increase discipline in carrying out their duties and responsibilities, it is better to make a village head regulation for village officials, 3) Socialization and technical guidance should be carried out with the availability of adequate time and inherent supervision in filling out general administration books to be improved both from the District Village Community Empowerment Office, Sub-districts and the Old law of each village, 4) The sub-district head should give punishment to village governments that have not completed filling out general administration books and rewards to village governments that can complete filling out books properly, 5) The importance of incentives for the apparatus is intended to motivate the apparatus to work with enthusiasm.

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