



## The Role of Village Head Leadership in Improving Employee Performance

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### Abstract

**Background.** Leadership is key to the success of any organization, including village administration. The village head plays a strategic role in improving employee performance. Gintung Lor Village in the Susukan District of Cirebon Regency faces several leadership and employee performance issues, including a lack of coordination between the village head and employees, a high proportion of employees with low educational backgrounds, and inadequate training to enhance employee competence.

**Aims.** This study aims to analyze the role of the village head in improving employee performance in Gintung Lor Village.

**Methods.** The study employs a descriptive qualitative method, collecting data through observation, in-depth interviews, documentation, and a literature review.

**Result.** The results indicate that the village head plays a crucial role in enhancing employee performance and fostering public trust in the village government and its development.

**Implementation.** However, obstacles to performance remain, so efforts are needed to improve coordination between the village head and employees, enhance employees' education and competencies, and conduct training to improve their skills.

**Keywords:** Leadership, Employee Performance, Village Head, Gintung Lor Village



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### INTRODUCTION

Leadership is the key to the success of any organization, including village administration. By providing direction, motivation, and inspiration, a good leader can help their employees achieve administrative goals. The performance of village employees is crucial for achieving development goals, as Indonesian villages play a pivotal role in regional development.

Leaders can improve the quality and productivity of their work by providing rewards, guidance, and motivation to their employees. According to Chapman in the Human Resource

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| 300

Management Series book 'Leadership' (Timpe, 1991), effective leadership requires a leadership foundation that supports employee empowerment. Some key characteristics of leadership include practical communication skills, motivation, leadership ability, sound decision-making, and the capacity to make informed, positive decisions.

Based on Law Number 3 of 2024 concerning Villages, villages are given the authority to manage government affairs, development, and community empowerment based on the principle of autonomy. This includes managing the village budget, overseeing government programs, and engaging the community through local initiatives. However, many villages face difficulties in completing these tasks. One of the primary challenges is the limited number of human resources available at the village level. This problem often arises due to a lack of training, support, and effective coordination between village heads and village officials.

The village head is the highest leader at the village level and is responsible for governance, public services, and development. The village head also needs to improve and encourage the performance of the employees working under them. The performance of village employees determines how effectively the village government can meet the community's needs. Good employee performance has a significant impact on public services and overall village development.

To determine how well employees of an organization or government perform, one can examine the proportion of employees who maintain good work standards. The term "work ethic" refers to how a person perceives their work. A good attitude reflects a person's character, values, and commitment to doing their best work, resulting in high employee performance that drives the organization to achieve success more quickly (Nursahidin et al., 2023). Therefore, it can be concluded that good performance is a crucial factor determining employee performance. Employees with good performance demonstrate exceptional attitude, character, and self-confidence while working, resulting in better performance, which in turn accelerates the success of the organization or government.

Gintung Lor Village, located in Susukan Subdistrict, Cirebon Regency, faces obstacles in improving the performance of village officials. Based on the study's results, several obstacles were identified, including a lack of coordination between the village head and officials, the presence of officials with low levels of education, and inadequate training to enhance the competence of officials. Therefore, the role of the village head as a leader is crucial in creating a work environment that supports the improvement of official performance.

This study aims to analyze the role of village head leadership in improving employee performance. It is also important to explore how the village head in Gintung Lor can improve employee performance through effective leadership characteristics. Additionally, this study will explore efforts that can be implemented to overcome obstacles in creating a productive and harmonious work environment.

Previous research entitled “The Role of Village Head Leadership in Improving the Performance of Village Officials in Ujoh Bilang Village, Long Bagun District, Mahakam Ulu Regency” shows that village heads are considered to be performing their duties well in terms of improving services. However, in practice, there are still obstacles that must be overcome in order to meet the requirements for improving the performance of village officials. This study focuses on Rivai's theory (2007; p. 5), which is divided into three dimensions: responsibility, supervision, and initiative. Although the role of village heads in improving the performance of village officials is not yet effective, it provides significant benefits, namely, the formation of good performance to efficiently improve services to the community. The study reveals differences in the results of the variables used, the adopted theory, and the outcomes, as well as variations in the research locations. (Ajang, M., 2015).

Based on the above description, the researcher was interested in conducting research, the results of which were presented in a Student Final Project Scientific Paper (KITAM) entitled: **“The Role of Village Head Leadership in Improving Employee Performance.”**

## LITERATURE REVIEW

### Leadership

Leadership originates from the word "leader," which refers to a person's ability to influence others through their actions in a certain way to achieve organizational goals. Leadership plays a crucial role in management. Therefore, it can be said that leadership is the key to management/administration (Sutarjo et al., 2013). In the context of village governance, the leadership of village heads is significant because they are responsible for managing resources, facilitating development, and providing services to the community.

Leadership at the village level includes the ability of village heads to achieve village development goals by inspiring, motivating, and directing employees and the community. Village heads must also be able to adapt to the social and political dynamics of the community to create a good working environment.

According to Chapman (Timpe, 1991), having a solid management foundation is very important for effective leadership, which includes the following five leadership characteristics:

1. How to Communicate

Effective leaders must be able to communicate effectively by providing clear information and listening to their employees' needs. This ability increases the power and trust of employees.

2. Giving Motivation

Leaders and employees motivate each other. Leaders must understand what motivates employees to improve their support and performance, which is often triggered by good leadership.

3. Ability to Lead

Leaders must use power wisely, not simply because they have it. Power is used to guide and organize employees toward achieving common goals.

4. Decision Making

Effective leaders can make timely decisions and involve others in the process. They must be brave enough to make decisions that may not be popular, but still stick to those decisions if they are right.

5. Positive Authority

Leaders must be able to inspire and motivate employees, instilling a sense of pride and connection to the organization's vision, thereby encouraging everyone to work toward a common goal.

Berdasarkan penjabaran teori tersebut, dapat disimpulkan bahwa Based on this theory, it can be concluded that leadership is not only about position or power, but also about the ability to encourage and motivate others to achieve common goals through effective communication, wise decision-making, and the positive use of power.

### **Village Head Roles**

A role is something inherent in humans as social beings who are expected to behave in accordance with their position (Nugraha et al., 2022). Village heads have various important roles that can influence employee performance. As motivators, village heads are responsible for improving the performance of their employees by rewarding and recognizing their performance. Additionally, as a facilitator, the village head must provide resources for training that enhance and improve the skills of their employees. Effective communication is also an

important role for the village head, as good communication between the village head and employees is essential to ensure that information flows smoothly. The village head is also involved in decision-making related to village development policies and programs, where the right decisions can increase employee trust in their leadership. Finally, fostering teamwork among employees and between employees and the community is key to achieving shared goals. Thus, the village head is not only a leader but also a catalyst for change that brings progress to the community.

### **Employee Performance**

According to the Great Dictionary of the Indonesian Language (KBBI), performance can be defined as something that is achieved, a demonstrated achievement, and work ability. Performance can be defined as follows, according to experts: Performance, as defined by Bambang Kusriyanto in A.A. Anwar Prabu Mangkunegara (2007), refers to the quality and quantity of work achieved by an employee in performing their duties under the responsibilities assigned to them (Ropi et al., 2021).

Employee performance can be assessed by the number of employees who demonstrate a good work ethic for the organization or government. Employee performance refers to the work achieved by an employee in fulfilling their duties according to specific criteria applicable to a particular task. Employee performance begins with a good work ethic, which brings positive impacts on the development and progress of the village (Nursahidin et al., 2023).

According to Dwiyanto (1995) in Dwiyanto et al. (2012), the term performance is often used to measure the performance of public bureaucracy, as follows:

1. Productivity

Productivity encompasses efficiency and effectiveness of service, measured as the ratio between input and output.

2. Service Quality

Service quality is crucial in assessing the performance of public organizations. Public dissatisfaction can damage an organization's image, so public satisfaction is often used as an effective performance indicator that is easily accessible through the mass media.

3. Responsiveness

This responsiveness demonstrates the organization's capacity to comprehend and address the community's needs. Low responsiveness indicates a mismatch between the services provided and the community's needs, indicating poor performance.

#### 4. Responsibility

Responsibility relates to the conformity of an organization's activities with the principles of proper administration. However, responsibility can conflict with responsiveness, especially when changing circumstances require a quick response.

#### 5. Accountability

Accountability refers to the extent to which an organization's policies and activities are accountable to political officials who represent the interests of the people. Performance assessment should not only be based on internal measures, but should also take into account the values and norms of society.

Based on this theory, it can be concluded that the performance of public bureaucracy must be measured comprehensively using various indicators that demonstrate its effectiveness, efficiency, and responsiveness to the community's needs.

## RESEARCH METHOD

This study employs a descriptive qualitative method, chosen to present data systematically, factually, and accurately, based on existing facts. The qualitative approach will provide deep insights into the role of leadership. The focus of this study is on “The Role of Village Head Leadership in Improving Employee Performance in Gintung Lor Village, Susukan District, Cirebon Regency.” The methods used include observation, in-depth interviews, documentation, and literature review. Observations were conducted to assess leadership and responses to employee performance directly.

The data sources used in this study consist of primary and secondary data. According to Hasan (2002), in the book titled *Research Methodology: Theory and Application*, primary data refers to information collected directly through interviews and in-depth observations with stakeholders involved in village government activities, including the village head, village employees, and residents (Balaka, 2022, p. 23). Meanwhile, secondary data, according to Sugiyono (2012) in the book titled *Research Methodology: Theory and Application*, is data obtained from existing sources that can provide context or additional information for analysis. Secondary data sources were obtained from literature, books, and documents such as published data and data from the internet and online databases. (Balaka, 2022:23).

## RESULTS AND DISCUSSION

### Village Head Leadership

The village head plays a key role as the highest leader in the village. In carrying out their duties, the village head is required to possess managerial skills, effective communication, and transformational leadership to motivate village employees. Additionally, the village head must be able to establish good working relationships with the community and other village employees. This role is important because the success of the village head is highly dependent on the performance of their employees.

In this context, the researcher conducted interviews to obtain information about the village head's leadership in improving employee performance. The aim is to ensure that such leadership is applied under existing foundations. Chapman, in the Human Resource Management Series book 'Leadership' (Timpe, 1991), states that effective leadership depends on a solid managerial foundation. Thus, the role of village head leadership in improving employee performance can be measured through several foundations or dimensions, as follows:

#### 1. How to Communicate

The way the village head communicates to improve employee performance in Gintung Lor Village, Susukan Subdistrict, Cirebon Regency, is crucial, as open communication facilitates the conveyance of information and consideration of employee and community needs, enabling leadership to operate effectively and achieve its goals.

Open communication is an approach where leaders create an environment that fosters the honest and transparent exchange of information. This allows team members to feel comfortable sharing ideas, issues, and feedback without fear of negative consequences. Based on research conducted with the village head, employees, and the community, the following findings emerged: The importance of open communication in village governance is effectively implemented through regular meetings or direct visits, which align perspectives and facilitate the finding of solutions to community issues. Village heads foster open communication with their staff to convey ideas and solicit opinions during deliberations, ensuring fair and community-oriented consensus decisions can be made.

The ability to listen is an important skill for a leader to understand the needs and concerns of team members. By listening actively, leaders can respond more effectively and foster stronger relationships with their teams. Based on the results of research with the village head, employees, and the community, the following was found: The village head listens to input by forming a WhatsApp group to collect complaints from the community through the

Neighborhood Association (RT) and the Hamlet Head (Kadus), then holds meetings with employees to discuss them. Although he is often slow to respond to community complaints, the village head still listens to input from the community, primarily through the village deliberation forum.

Based on the above description, it can be concluded that open communication and listening skills are still not optimal, even though open communication is already in place in the village administration. The village head gathers community input through various means, including WhatsApp groups and deliberations. However, the response to community complaints remains slow, necessitating improvements in response speed and communication effectiveness.

## 2. Giving Motivation

Every employee is expected to have high work motivation in order to improve their performance. Motivation is essential for leaders to consider if they want every employee to contribute positively to the achievement of organizational goals. With motivation, employees will have high enthusiasm in carrying out the tasks assigned to them, which can be facilitated by providing rewards, training, and development.

Awarding employees for their achievements can boost motivation and enthusiasm for work. These awards can take the form of verbal recognition, bonuses, or promotions, all of which serve to encourage better performance. Based on the results of research with village heads, employees, and the community, the following was found: Village heads have not given rewards to employees who have performed well because their performance has not met the standards considered exceptional. The rewards given by village heads are limited to verbal recognition, such as public expressions of gratitude, and non-material rewards as motivation to maintain employee work ethic, as people are motivated by such rewards.

Training and development offer employees opportunities to enhance their skills. By investing in individual development, leaders not only enhance the capabilities of their teams but also demonstrate their commitment to the professional growth of their members. Based on the results of research with village heads, employees, and the community, the following conclusions can be drawn: Training programs for employees have been planned but cannot yet be implemented due to budget constraints. Meanwhile, training conducted by the sub-district or local government has been attended. Leadership training conducted by village heads involves academics in their respective fields, while administrative training is more internal



among employees. However, there are time constraints in understanding the material, so training must be ongoing to allow employees to continue developing their understanding.

Based on the above, it can be concluded that the provision of rewards, training, and development remains suboptimal. Rewards are still limited to verbal and non-material forms, while internal training is constrained by budget and time limitations. Although there is participation in external training, the continuity of training needs to be improved so that staff members' understanding can develop more effectively.

### 3. Ability to Lead

Leaders must have the ability to lead and use power wisely, through participatory leadership and team management skills, not just because they have authority. Power is used to guide and organize employees toward achieving common goals.

Participatory leadership involves team members in the decision-making process. Leaders who employ this style tend to solicit input from the team before making decisions, thereby fostering a sense of ownership and responsibility among team members. Based on research with village heads, employees, and the community, the following findings emerged: During development, the village gathers information from employees to understand the community's needs. However, differences of opinion within the community can affect implementation. Employees are generally willing to be involved and respect leadership decisions. However, village heads often lack firmness in leading meetings, as they overly rely on employees for decision-making.

Team management skills encompass the ability to develop effective strategies, assign tasks, and ensure that each member contributes to the team's success. A good leader must be able to recognize the strengths and weaknesses of each member to maximize team performance. Based on the results of research with village heads, employees, and the community, the following conclusions were drawn: Village heads ensure employee performance through daily checks, recording attendance, and following up on absences via WhatsApp or telephone. The village head must maintain unity; when conflicts arise, they are resolved through joint discussions, and firm decisions are made for the common good. Additionally, the village head plans tasks, provides guidance, and evaluates work results for improvement. Cooperation is also fostered through mutual assistance and task distribution, which aligns with each individual's responsibilities to enhance the effectiveness of services to the community.

Based on the above description, it can be concluded that participatory leadership and team management skills are still not fully optimized. The village head is still not firm enough in meetings and overly reliant on staff in decision-making. Although performance checks and coordination are facilitated through discussions and mutual assistance, effectiveness can be further improved with more decisive leadership and more independent decision-making.

#### 4. Decision Making

Effective leaders are capable of making decisions and must possess a strong leadership spirit, which enables them to be respected by their employees, take full responsibility for their leadership, and excel at solving various problems. When decisions are made based on data and involve a rational process, the resulting decisions are more objective and transparent, and can be said to be closer to the truth or in line with what is desired.

Data-driven decision-making involves analyzing relevant information to make more informed choices. Leaders must be able to collect and evaluate data before taking action, so that the decisions made are more informed. Based on research with village heads, employees, and the community, the following findings were obtained: Village heads always ensure that decisions are based on reliable data and consultations with other village heads. Even if there are decisions that are less than ideal, village heads quickly evaluate and make improvements. Decisions may follow the village's Medium-Term Development Plan (RPJM) or be adjusted in response to emergencies, such as floods. Not all parties always agree, but differences of opinion are a regular part of a democracy. Community participation in decision-making is also carried out, although the level of involvement depends on the needs and circumstances being faced.

Employee involvement in the decision-making process enables them to feel valued and invested in the organization's direction. This can also increase commitment and job satisfaction among employees. Based on the research results with village heads, employees, and the community, the following conclusions can be drawn: Employee involvement in discussions and meetings is significant, ensuring that the decisions made align with their needs and can be effectively implemented to support the planned program. Employees' roles as financial officers are always involved in financial decision-making, as the role of financial officers significantly influences the distribution and planning of budgets. However, a decision may be considered inadequate if it leads to numerous complaints from the community.

Based on the above, it can be concluded that decisions based on data and involvement in the process are already sufficiently optimal, as they are grounded in reliable data, consultations, and prompt evaluations in the event of errors. They are flexible according to the

RPJM or emergency conditions and involve employees, especially the finance officer. However, if there are still many complaints, improvements are needed to make them more positively impactful.

#### 5. Positive Authority

Positive power must be able to inspire and motivate employees, creating a sense of pride and connection to the organization's vision, thereby encouraging everyone to work toward a common goal. This is achieved by empowering employees and building good working relationships.

Empowering employees means giving them autonomy and responsibility in their work. By empowering team members, leaders can boost their confidence and encourage personal initiative. Based on research with village heads, employees, and the community, the following findings emerged: Village heads grant employees the authority to make decisions and provide moral support to motivate them, such as the Head of Government Affairs (foreman), who has the authority to handle legal issues and coordinate without always needing to consult. Meanwhile, the Finance Officer has full authority to manage finances in accordance with the Village Revenue and Expenditure Budget (APBDes), with a heavy workload, especially when working overtime at the end of the year with the Village Secretary. However, the lack of consultation in the village head's decisions often leads to complaints from the community.

Building good working relationships between leaders and employees is essential for creating a positive work environment. Strong relationships can improve collaboration, communication, and productivity within an organization. Based on research conducted with village heads, employees, and community members, the following findings were obtained: To maintain good working relationships, leaders need to listen to complaints and feedback, act reasonably to avoid causing jealousy, and establish effective communication through joint meetings that do not single out individuals. Work relationships are often disrupted by miscommunication and a lack of intensive meetings. Therefore, village heads prefer to reprimand employees privately to avoid making them feel humiliated in public. In public forums, reprimands are only given in general terms as a learning experience. Village heads are also considered capable of handling their authority well. They are not afraid to go directly to the field to resolve conflicts, such as clashes between blocks in Kali Wetan, by involving community leaders.

Based on the above, it can be concluded that empowering employees and building good working relationships are still not optimal, despite the authority granted. The lack of

consultation and effective communication leads to complaints and miscommunication. Private reprimands are applied to maintain harmony, but coordination remains inadequate. The village head also directly intervenes to resolve conflicts, but employee empowerment needs to be enhanced to make the work system more efficient.

## **Employee Performance**

Employee performance refers to the level of effectiveness and efficiency with which an employee carries out their duties and responsibilities in alignment with the objectives set by the organization. Various factors, such as competence, motivation, work environment, leadership, and reward and punishment systems, influence this performance.

In this context, researchers conducted interviews to obtain information about employee performance. According to Dwiyanto (1995) in Dwiyanto et al. (2012), the term performance is often used to measure the performance of public bureaucracy, as follows:

### **1. Productivity**

Productivity refers to the extent to which an organization can produce output efficiently and effectively, measured by both the quantity of output and the efficiency of its work processes.

Output quantity refers to the number of results or work targets that can be achieved within a specified period. Based on research conducted with village heads, employees, and the community, the following findings were obtained: Work targets for the village are established through deliberation and then documented in planning documents, which are uploaded to the Siskeudes Application for verification by the Department of Community Empowerment and Village Development (DPMD). Monitoring and evaluation are conducted when the village budget is allocated, as unfinished work could impact the entire process. Therefore, each employee is expected to work effectively and efficiently under the established plan, implement it properly, and evaluate it. If there are unfinished tasks, overtime becomes a solution to prevent delays, given the limited number of active village employees, while others are rarely involved.

Work process efficiency refers to how an organization optimally uses resources to achieve maximum results with minimal costs and time. Based on the research results with the village head, employees, and the community, the following conclusions were drawn: The use of technology and communication through WhatsApp or Telegram groups has proven to be efficient in simplifying workflows and enhancing coordination among village employees. Although administrative services are running well, the community still finds it challenging to

meet with the village head. To improve employee capacity, training is maximized through programs at the sub-district and local government levels.

Based on the above description, it can be concluded that the quantity of output and work process efficiency are still not optimal, because the limited number of active employees means that some work must be completed through overtime. Communication technology helps with coordination, but the community still struggles to meet with the village head. Employee training is already underway, but its effectiveness needs to be improved. Further efforts are needed to increase employee engagement and work efficiency.

## 2. Service Quality

Service quality refers to how an organization meets customer satisfaction and quality standards in delivering its services.

Customer satisfaction refers to the level of satisfaction customers have with the services provided. Based on research conducted with village heads, employees, and the community, the following findings were obtained: Monitoring of community satisfaction is carried out through direct field visits and is evaluated during internal employee meetings. Meanwhile, the finance officer primarily interacts with other agencies and works with computers, while a specialized department handles community service matters. Correspondence services have improved, but meeting with the village head remains as difficult as before.

Quality standards are parameters or measures used to ensure that the services provided meet the established standards. Based on the research results with the village head, employees, and the community, the following was found: Service standards are established based on government guidelines, community needs, and agreements with employees, involving the Village Consultative Body (BPD) and the Village Community Empowerment Institution (LPMD). Evaluation and continuous improvement, in accordance with Standard Operating Procedures (SOPs), are essential for maintaining professionalism, with reprimands serving as a form of improvement. Since the village head took office, service hours have been more regular, providing easier access even for those who need assistance outside of operating hours.

Based on the above description, it can be concluded that customer satisfaction and quality standards have improved, but are not yet fully optimal. Evaluations were conducted both directly and through consultations, involving service standards with the Village Development Board (BPD) and the Village Community Development Agency (LPMD). Improvements have been observed in correspondence services and the enforcement of Standard Operating Procedures (SOPs), but challenges such as the difficulty of meeting with village

heads and limitations in services outside of operating hours persist. Further efforts are needed to achieve optimal service quality.

### 3. Responsitivity

Responsiveness indicates an organization's ability to respond quickly and accurately to customer needs and expectations, as demonstrated by response times and the effectiveness of customer assistance.

Response time refers to the speed at which an organization responds to customer requests or complaints. Based on research conducted with village heads, staff, and community members, the following findings were obtained: Village services prioritize quick responses to complaints, particularly in emergencies. There are no fixed working hours, so urgent needs such as emergency vehicles and administrative correspondence are still handled. The primary challenge is the varying understanding of procedures among community members, so it is essential to educate them that every service must adhere to standard operating procedures (SOPs).

The ability to assist customers is a measure of how well the organization understands and provides solutions to customer problems. Based on the research results with the village head, employees, and the community, the following was found: Communication with the community is maintained to understand their needs. Employees are given appreciation to keep them motivated. If there are complex problems, they are discussed with the village head at meetings held at the village hall, as well as through monthly routine meetings and WhatsApp groups, which serve as a means of community communication.

Based on the above description, it can be concluded that response time and customer service capabilities are not yet fully optimized. Although quick responses are prioritized, differences in public understanding of procedures pose an obstacle, making education about SOPs necessary. Communication through meetings and WhatsApp groups has been maintained, but some issues may not be addressed immediately. Efforts have been made, but there is still room for improvement in service effectiveness.

### 4. Responsibility

Responsibility relates to the extent to which an organization carries out its duties by procedures and social responsibilities.

Carrying out duties by procedures means complying with established procedures and regulations in performing duties. Based on research with village heads, employees, and the community, the following findings were obtained: Village heads supervise employee work

under SOPs. In emergencies, temporary solutions must be implemented without violating regulations. However, performance reports are internal and lack transparency, while effectiveness declines due to the absence of direct evaluation by village heads.

Social responsibility refers to an organization's role in considering the social impacts of its policies and actions. Based on the results of research with the village head, employees, and the community, the following was found: The cultivation of social awareness in government services to always be ready to serve the community can be done through training and programs such as mutual assistance, social service, and environmental activities such as cleaning to strengthen these values. The village head's leadership greatly influences his subordinates, and employee performance reports are generally internal, serving as a reference for evaluation.

Based on the above description, it can be concluded that the implementation of tasks per procedures and social responsibilities is still not optimal, due to a lack of transparency in performance reports and minimal evaluation, which reduces work effectiveness. Social awareness needs to be strengthened through programs such as cooperation and social service. The village head's leadership has a significant influence, but internal performance reports hinder improvement. The evaluation and application of social values need to be improved to make services more effective.

## 5. Accountability

Accountability refers to the extent to which an organization can be held accountable for the decisions and actions it takes, as demonstrated by the transparency of its reports and its responsibility for those decisions.

Transparency in reporting refers to the openness with which information about performance and resource utilization is presented. Based on the research results with village heads, employees, and the community, the following applies: Every employee is required to produce a written report that is verified through coordination with the community. Evaluations are conducted monthly, typically in March or April, to facilitate continuous improvement. Work reports must be accurate because they are reviewed by the village head, sub-district, and inspectorate, who also provide feedback on transparency and budget use. However, performance reports are considered non-transparent because they are internal, not presented at village meetings, and not announced on the village information board.

Accountability for decisions refers to an organization's willingness to take responsibility for every decision made, particularly those that impact the community. Based on the research results with village heads, employees, and the community, the following applies:

Every decision must comply with regulations to prevent mistakes. Investigations are conducted before sanctions are imposed, depending on the level of violation. Employees are responsible for carrying out their duties in accordance with established procedures and for identifying and resolving problems. However, village heads are not strict enough in taking action against employees who do not perform their duties properly.

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### **The Role of Village Head Leadership in Improving Employee Performance in Gintung Lor Village, Susukan District, Cirebon Regency**

Gintung Lor Village, located in Susukan Subdistrict, Cirebon Regency, is one of the developing villages. As a village with potential, Gintung Lor faces various obstacles in improving the performance of its village employees. Based on the research results, some of the obstacles faced include a lack of coordination between the village head and employees, the presence of employees with low educational levels, and inadequate training to improve



employee competencies. This raises questions about the role of village head leadership in improving employee performance, which can be analyzed using Chapman's leadership theory (Timpe, 1991) and Dwiyanto's employee performance theory (Dwiyanto et al., 2012).

Village head leadership plays a role in improving employee communication and productivity. Although open communication is already in place, responses to community complaints remain slow. Productivity also faces limitations among employees, despite the implementation of communication technology and training.

The leadership of village heads plays a crucial role in enhancing employee performance through motivation and improvements in service quality. Optimizing rewards, enhancing access to training, and conducting more systematic service evaluations are necessary to support employee motivation. Additionally, village heads must ensure better accessibility of services for the community.

The leadership of the village head plays a crucial role in enhancing employee performance by providing firm leadership and fostering independent decision-making. However, village heads are often indecisive in leading meetings because they are too dependent on their employees. In addition, in terms of responsiveness, village heads need to ensure a uniform understanding of procedures through clear education, so that services to the community are faster and more accurate.

The village head's leadership plays a crucial role in improving employee performance through effective decision-making and accountability. By ensuring decisions are based on data and social responsibility through programs. However, in practice, there is a lack of firmness in decision-making.

The leadership of the village head plays a crucial role in improving staff performance through positive authority and accountability. Their authority is fully delegated to staff, as the village head of Gintung Lor rarely attends the village office. Additionally, there is a lack of transparency, as matters are internal and not announced on the information board.

### **Factors Hindering the Success of Village Head Leadership in Improving Employee Performance in Gintung Lor Village, Susukan District, Cirebon Regency**

The success of the village head's leadership is undoubtedly hampered by certain factors that hinder his ability to improve employee performance in Gintung Lor Village, Susukan Subdistrict, Cirebon Regency. The factors hindering success include: lack of coordination

between the village head and employees, the presence of employees with low educational attainment, and insufficient training to enhance employee competencies.

Weak coordination between the village head and employees can lead to misperceptions about each other's tasks and responsibilities. If communication is ineffective, policies made by the village head may not be understood or appropriately implemented by employees. This can also reduce employee motivation because they do not feel involved in the decision-making process.

The low educational level of employees, with most having only a high school education, affects their understanding of administrative tasks and public services. A lack of knowledge and skills in village administration, the use of technology, and government regulations can hinder work effectiveness. Additionally, employees with limited education often struggle to adapt to changes and innovations in the village administration system.

Training is a crucial factor in enhancing the skills and professionalism of village officials. If training is lacking or non-existent, officials will struggle to develop their abilities, whether in administration, technology, or community service. As a result, work effectiveness declines, and services to the community become suboptimal.

### **Efforts made by the Village Head to Improve Employee Performance in Gintung Lor Village, Susukan District, Cirebon Regency**

The following are some efforts that can be made in village leadership to address obstacles in employee performance in Gintung Lor Village, Susukan District, Cirebon Regency. The efforts made by the village head to improve employee performance include enhancing coordination between the village head and employees, improving employee education and competence, and organizing training sessions to enhance employee competence.

The village head should hold regular meetings with employees to communicate policies, provide guidance, and receive feedback from employees. The village head should encourage collaboration among employees through joint activities, such as community service or open discussions about village issues. This will help foster better communication.

The village head should encourage employees, most of whom have only a high school education, to pursue further education to the diploma or bachelor's degree level through scholarship programs or collaborations with educational institutions. Employees with higher education and experience can be assigned to mentor other employees, facilitating knowledge transfer and optimizing the use of technology in administration by introducing digital

technology in village administration management. Employees can be trained to work more efficiently.

The village head can start by developing a structured training and capacity-building program, working with relevant agencies such as the Community and Village Empowerment Agency (DPMD) and government training institutions to organize training on village administration, public services, and village financial management. The village head should also allow employees to participate in training or certification programs organized by the government or relevant institutions.

By implementing these measures, the village head can create a more productive work environment and enhance the quality of services provided to the community, thereby advancing the village.

## CONCLUSION

Based on the research, it was concluded that the leadership of the village head in Gintung Lor Village, Susukan District, Cirebon Regency, plays an important role in improving employee performance. However, its effectiveness still faces various obstacles. This can be seen from the analysis of the five key elements of leadership, as outlined by Chapman, namely communication style, motivation, leadership ability, decision-making, and positive power, which indicate that leadership implementation is still not optimal. As a result, employee performance is also not yet optimal when measured against the five key performance elements according to Dwiyanto: productivity, service quality, responsiveness, responsibility, and accountability.

Some of the obstacles identified in this study include the lack of coordination between the village head and employees, the presence of employees with low educational levels, and the absence of training to enhance employee competence. Weak coordination leads to a lack of understanding in carrying out tasks, while low educational levels and a lack of training impact the effectiveness of employee performance in public service and village development, hindering the advancement of the village.

To overcome these challenges, efforts must be made to improve coordination between village heads and staff, enhance staff education and competencies, and conduct training to improve staff competencies related to government administration, public service, and village financial management. With improvements in these areas, it is hoped that village staff

performance will improve, resulting in more optimal service delivery to the community and more effective village development.

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