

**Implementation of the Policy of the Minister of Home Affairs Regulation No. 84 of 2015 concerning the Duties of the Secretary of Modelidu Village, Telaga Biru District, Gorontalo Regency**

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**Abstract**

This research aims to obtain an overview of the implementation of Minister of Home Affairs Regulation No. 84 of 2015 concerning the Duties of the Modelidu Village Secretary, Telaga Biru District, Gorontalo Regency. The research method uses a qualitative type with a qualitative approach. Data collection techniques were carried out through interviews with a number of informants and observation as well as recording secondary data related to the research problem. The results of the research concluded that the indicators of policy implementation were resources showing that the bureaucratic structure indicators were not optimal because the organizational structure was not in accordance with the competence of the apparatus and often delegated tasks to secretaries. This results in the secretary having to do a lot of work and not being able to complete tasks on time. So this makes the secretary's performance ineffective.

**Keywords:** Policy Implementation, Secretary, Village

**Introduction**

One of the goals of the state, stated in the preamble to the 1945 Constitution, is to promote general welfare. To achieve this goal, the Indonesian government is structured into three levels: the central government, regional governments, and village governments. From the Indonesian governmental system, villages are the spearhead of regional government, directly interacting with the wider community (Mashuri, 2020; Junaedi, 2023). The overall perspective of government bureaucracy is largely determined by the performance of these organizations. Villages, as public service agencies, are required to improve and reform and anticipate societal developments (Cahyasupena, 2023).

The village government is the smallest unit in the regional government structure. Village governments have their own duties and authorities, as stipulated in Law No. 6 of 2014 concerning Villages, one of the articles of which explains that villages have authority in the fields of governance, development, development, and empowerment of village communities (Rusdi, 2022). Efforts to achieve empowerment and welfare require support from village officials who possess the knowledge and skills to work. In the governance system, responsible, honest, democratic, creative, and innovative organizational behavior is required (Zhang et al., 2023).

Meanwhile, in the community system, mechanisms that provide community participation in the decision-making process are needed, because village development cannot be separated from the role of the entire village community (Mak et al., 2017). So that the performance of the Village government must be able to carry out its main tasks, coordinate and implement some of the Village's household affairs, carry out the direction of community development

(Akbar, 2015). The existence of Village officials and all their duties, has a very important position because as the lowest government organization knows all the conditions and problems that exist in its area and is closest to the community.

Village government officials are the lowest government implementers in carrying out their duties and functions, must be able to demonstrate good and maximum capabilities. regulations regarding Village administration have the intention of making the Village independent and not dependent on the government above, another goal of Village administration is to be the foundation or basis for every government decision-making related to national development (Arifin, 2024). In accordance with the Regulation of the Minister of Home Affairs No. 84 of 2015 concerning the organizational structure and work procedures of the Village government, namely the Village government is the Village head assisted by Village officials. The Village officials consist of the Village secretariat as the regional implementer and technical implementer.

The secretary acts as the head of the secretariat who has the duties and authority as a planner, decision maker, supervising, directing, giving orders, organizing subordinates and managing the work procedures within the organization (Zafarullah, 1998). As explained, the position of the secretary is very important in the organization, in order to encourage the Village secretary to be more responsible in their work (Kushandajani, 2017; Uwang & Kertih, 2022). Modelidu Village, Telaga Biru District, Gorontalo Regency, as one of the villages in Telaga Biru District, Gorontalo Regency, has so far implemented Village autonomy as a legal entity that has the authority to regulate and manage its own government affairs, including secretarial duties.

Where in carrying out secretarial duties, the secretary is also assisted by a number of other Village officials such as the general affairs, social affairs and government affairs. To be able to carry out his duties properly, the Village secretary is required to be able to coordinate with several components of the Village. The Village Secretary has the main duties and functions as an assistant to the Village head. But in reality, a lot of work is piled up on the secretary and must be completed by the secretary himself.

Since the village government and its apparatus are the determinants in implementing development and services to the community, it is expected that the village apparatus has the ability and plays an active role in the administration of the village government, but what happens is that there is too much work and it is piled up on the secretary, in this case it should work as a team when preparing the Village Revenue and Expenditure Budget but it is done alone by the secretary so that the secretary is often late in submitting requests or reporting documents from the Regency. Because too much work is carried out by the secretary so that the work assigned to him is delayed and neglected (Rahum, 2015).

Limited capabilities and low work discipline of the apparatus, because the level of education of the village apparatus is still high school, in this case the village apparatus who does not know each of their main duties and functions are all done by the secretary in addition to assisting the village head in doing other work. As a result of these limitations, the village government program and community development are not optimal (Rahmatullah, 2022). According to Domestic Government Regulation No. 84 of 2015, the Village Secretariat is assisted by secretariat staff, namely the Head of Affairs, whose duties include assisting the Village Secretary in administrative services supporting the implementation of government duties.

To carry out these duties, the Head of Affairs has the function of carrying out secretarial, financial, and planning affairs. The regulation explains that within the Village structure, each has its own duties and functions, where the secretary's duties are assisted by the Head of Affairs or other Village officials. This contrasts with the previous description that the Modelidu

secretary performs all the work that should be the work of other Village officials. Several previous studies related to the duties of the Village Secretary have been written by several previous authors, such as by Neldi & Armansyah (2018) entitled "Implementation of Village Secretary Duties Based on Law Number 6 of 2014 in Keranggan, Muaro Jambi Regency."

The research found that factors hindering and supporting the performance of the Village Secretary include educational attainment that is not aligned with their status, the number of village office staff, and a lack of understanding of the main duties, functions, rights, and authorities in village government administration, both among the Village Secretary and other village officials due to a lack of training and education on the main tasks and functions of village government. Furthermore, facilities and infrastructure are inadequate to support orderly administration. Another inhibiting factor is coordination between the village government and higher-level government, between the Village Head and the Village Secretary, and between village officials.

Subsequent research was conducted by Muhammad, Fadel 2017 entitled "Juridical Review of the Implementation of the Functions of the Baringeng Village Secretary in Lilirilau District, Soppeng Regency." The results of this study indicate that the function of the Baringeng Village Secretary, Lilirilau District, Soppeng Regency, is to assist the Village Head in carrying out village government affairs. The duties of the Baringeng Village Secretary, Lilirilau District, Soppeng Regency, include financial affairs, general affairs, and planning. This is in accordance with Article 3 of the Minister of Home Affairs Regulation No. 84 of 2015 concerning Organizational Structure and Work Procedures.

Furthermore, the research findings also identified factors that support and hinder the implementation of the Village Secretary's function in Baringeng Village, Lilirilau District, Soppeng Regency. These two studies differ from this study in that they utilize the Edward III concept, examining the implementation of the Minister of Home Affairs Regulation No. 84 of 2015. Several previous studies focused more on examining the Village Secretary's duties under Law No. 6 of 2014. This study is considered urgent to assess the importance of the Village Secretary's duties in Modelidu Village, Telaga Biru District, Gorontalo Regency, which aligns with the previously described phenomenon of excessive workloads, which are considered inconsistent with Minister of Home Affairs Regulation No. 84 of 2015.

## **Methods**

This study employed a qualitative approach with a descriptive approach. Its purpose was to uncover and describe facts regarding the implementation of the Minister of Home Affairs Regulation Number 84 of 2015 concerning the Duties of Village Secretaries in Modelidu Village, Telaga Biru District, Gorontalo Regency. The data sources for this study were primary and secondary. Primary data were collected from several informants and key informants, including: the Modelidu Village Head; the Modelidu Village Secretary; village officials; the Village Consultative Body (BPD), and the Modelidu Village community. A total of nine informants were recruited. Secondary data were obtained through document searches related to the research requirements, such as journal articles, proceedings, books, and applicable laws and regulations. The data collection techniques used included interviews, observation, and field documentation. Data analysis was conducted using qualitative descriptive analysis, consisting of several stages: data reduction, data display, and data verification.

## **Results and Discussion**

Modelidu Village covers an area of approximately 4,022 hectares, divided into two hamlets: Hamlet I Jati and Hamlet II Olihi Tengah. According to the 2023 Village Profile, the population of Modelidu Village is 655, consisting of 352 males and 303 females. Most of the population

works in the agricultural sector. The main issue presented in this chapter concerns the implementation of the Minister of Home Affairs Regulation Number 84 of 2015 concerning the Duties of the Secretary of Modelidu Village, Telaga Biru District, Gorontalo Regency. The researcher collected interview data with several informants using the theory (Edward III, 1980), which includes communication, resources, disposition, and bureaucratic structure, as follows:

### **Communication**

a tool for conveying orders and directions (information) from policymakers to those authorized and responsible for implementing those policies. Therefore, it is important to understand the direction of policy delivery. Communication is a process of policy transformation, extending not only to policy actors but also to all target groups focused on the policy issue. Through this communication process, actors within the organizational structure become clear about the substance of the policy, including its intended goals and objectives (Mulyadi, 2019). In the context of policy implementation, according to Edward III (1980), communication is defined as "the process of conveying information from a communicator to a recipient." Information regarding public policy needs to be conveyed to policy implementers so that they know what they must prepare and do to implement the policy, ensuring that the policy's goals and objectives are achieved as expected. Communication within an organization is certainly crucial. Interviews concluded that the communication process between leaders and subordinates is well-established, but the completion of each task has not met expectations because some officials still do not understand their duties and responsibilities, thus preventing the organization from achieving its goals and objectives.

Meanwhile, according to researchers' observations in the field, communication regarding the achievement of individual tasks is still suboptimal. This is due to a lack of attention from officials to their work. In this case, some officials are not disciplined with time, are often late to the office, so tasks that should be completed in one day are neglected and have to be completed for days. They often rely on secretaries to complete them. This means that communication within the Modelidu Village office has not been running according to the expected goals. Policy targets have not been achieved because within the organization, policy direction is not solely focused on policy implementers but also on all Modelidu Village officials. Good communication is a crucial aspect of village governance in terms of completing each task. Communication implemented with an effort to understand the communicating parties and be able to listen to every suggestion will create an atmosphere and situation that supports organizational performance.

### **Resources**

(Edward III, 1980) suggests that resource factors play a crucial role in policy implementation. According to Edward III, these resources include human resources, budgetary resources, equipment resources, and authority resources. The second indicator influencing policy implementation is resources. The primary resource in policy implementation is human resources (HR). In implementing policies or carrying out tasks, the competency, capability, and quality of human resources are needed to support successful implementation. Furthermore, implementers must know what to do when given orders to take action. Interviews concluded that the ability of village officials to complete tasks is not optimal, as some employees are unable to complete their duties and rely on the village secretary. The quality of human resources or village officials is still standard, with the average education level being high school. Field observations by researchers indicate that the secretary's capacity is more dominant than that of other village officials. Other village officials are not yet capable of completing their duties and are more dependent on the secretary. In terms of education, many Modelidu Village officials still only have a high school education. This indicates that human resource indicators still need

to be improved, both in education and training, as well as guidance, with the aim of improving the capacity of Modelidu Village officials.

### **Disposition**

This disposition indicator relates to the implementer's attitude when making a policy. The selection and appointment of policy implementing personnel must be individuals dedicated to the established policy, particularly the interests of the community. Interviews concluded that the secretary's performance in carrying out her duties is consistently responsible, although this is not optimal due to obstacles in document submission. This is because all work is piled up on the secretary, causing delays. The researcher's observations in the field revealed that the large amount of work piled up on the secretary, resulting in frequent delays in the secretary's primary duties, such as submitting village revenue and expenditure budget documents. This indicates that this disposition indicator has not been implemented as expected. According to Minister of Home Affairs Regulation Number 84 of 2015, the village organizational structure is regulated, and it outlines the duties and functions of each employee. Therefore, this requires evaluation by the authorities to review and supervise the duties and functions of each employee.

### **Bureaucratic Structure**

The bureaucratic structure within an organization must be able to generate competent resources to implement policies. Such complex policies require the cooperation of many people, and when the bureaucratic structure is not conducive to the existing policies, the bureaucracy, as the implementer of a policy, must be able to support politically determined policies through effective coordination. Based on the conclusions of interviews and research findings, the performance of village officials is suboptimal. This includes officials not understanding their respective duties, functions, and competencies. They often delegate tasks to secretaries, prioritizing external tasks over their primary duties as Modelidu Village officials. Furthermore, according to the researcher's observations, not all village officials are able to carry out their duties effectively. They often delegate tasks to secretaries due to the lack of competency of other officials, as well as a lack of teamwork in completing tasks. This indicates that the bureaucratic structure indicators are not yet effective and need to be reviewed and evaluated for future improvement. Based on the previous explanation, it can be concluded that to achieve success, a policy must meet four indicators: communication, resources, disposition, and bureaucratic structure. However, in the implementation of the Minister of Home Affairs Regulation Number 84 of 2015 concerning the Duties of the Secretary of Modelidu Village, Telaga Biru District, Gorontalo Regency, not all indicators have been achieved; obstacles remain.

### **Conclusion**

Based on the stated focus of the problem, the implementation of the Minister of Home Affairs Regulation Number 84 of 2015 concerning the duties of the Secretary of Modelidu Village, Telaga Biru District, Gorontalo Regency, has not been fully optimal. This is evident from the communication indicator, which indicates that communication has been established, but the implementation and achievement of each task is not optimal. This is demonstrated by the lack of accountability among officials for their work, who always rely on the secretary. The second indicator affecting implementation is human resources, indicating that the secretary's capacity is sufficient to carry out his duties, but not to other officials who still need guidance, education, and training. The disposition indicator indicates that the secretary is unable to complete his tasks on time due to obstacles in the process. The final indicator, the bureaucratic structure, indicates that the bureaucratic structure in Modelidu Village does not align with the competencies of officials, and tasks are often delegated to the Modelidu Village secretary.

## Suggestion

Researchers suggest optimizing policy implementation by observing and emphasizing implementation indicators; the Village Government should be able to provide training or guidance to Modelidu Village officials, as well as improve the bureaucratic structure of Modelidu Village; the Village Secretary should be more professional in completing the task of submitting budget documents; Village officials should improve their knowledge, skills and work quality.

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