



EMPLOYEE PERFORMANCE IN VILLAGE GOVERNANCE: AN INTERPRETIVE INQUIRY INTO DISCIPLINE, RESPONSIBILITY, AND TIME MANAGEMENT

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ABSTRACT

Phenomenon/Issue: The growing demand for responsive, efficient, and professional public services exposes persistent performance challenges in village governance, where formal bureaucratic expectations intersect with community-oriented practices. At the Kalangan Village Office, employee performance is constrained by weak work discipline, uneven task distribution, ineffective time utilization, and limited alignment between educational backgrounds and occupational demands.

Purpose: This study aims to critically examine employee performance at the Kalangan Village Office, Klego District, Boyolali Regency, focusing on work discipline, responsibility, and time management.

Novelty: Moving beyond conventional assessments that treat performance primarily as an administrative outcome, this study adopts a critical interpretive perspective to conceptualize performance as a socially situated practice shaped by interactions among bureaucratic structures, employee agency, and local sociocultural expectations.

Research Methods: A qualitative research design was employed with eight village officials selected through purposive and snowball sampling. Data were generated through observation, in-depth interviews, and documentary analysis, with credibility established through source and methodological triangulation. Data were analyzed using the interactive model of data condensation, data display, and conclusion drawing and verification.

Results: The findings reveal that persistent lateness, weak disciplinary enforcement, uneven workloads, competing priorities, and technical constraints collectively undermine performance. Nevertheless, employees demonstrate responsibility through collaboration, self-directed learning, and flexible work practices.

Research Contributions: The study extends understanding of employee performance in village governance by demonstrating that performance improvement requires more than disciplinary control; it demands an integrated approach combining institutional accountability, equitable task allocation, capacity development, and sensitivity to local sociocultural dynamics.

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INTRODUCTION

The rapid development of times, coupled with the increasing needs of society, has led to higher demands for the quality of public services. The public has become more critical in demanding better, faster, more efficient, and professional government services, pushing the need for improvements in various sectors. The government, as the provider of public services, must promptly make improvements, especially in the human resources aspect. Government employees play a key role in carrying out government functions, as the success of an organization is significantly influenced by the behavior of the individuals involved. Therefore, the effectiveness and efficiency of management heavily depend on the quality of human resources. This strengthens the view that human resources are the most valuable and vital assets in achieving organizational goals (Gunawan et al., 2021). In implementing its programs, an organization is always directed towards achieving its objectives. One of the factors that determine the success of an organization is its ability to identify and evaluate the performance of its employees, as employees who clearly understand their core duties tend to have higher performance (Supriyadi & Sarino, 2019).

Public service organizations are increasingly required to provide services that are responsive, efficient, accountable, and aligned with citizens' needs. In this context, employee performance represents a critical determinant of organizational effectiveness because employees are directly involved in translating institutional policies and service standards into actual public services. However, employee performance in public organizations cannot always be understood solely through formal performance indicators, particularly in local government institutions where employees operate within complex administrative and social environments.

In modern governance systems, providing high quality public service is a primary obligation. Driven by heightened civic awareness regarding civil rights and the acceleration of information technology, expectations toward bureaucratic performance increasingly focus on responsiveness, efficiency, accountability, and alignment with citizens' needs (Haris et al., 2021; Ismail, 2021). As the frontline government unit directly interacting with citizens, village governments face a unique set of complex challenges. Village administrations do not merely function as technical implementers of national and regional policies, they also operate within a social environment deeply intertwined with local norms and communal culture (Arman, A., 2022). Consequently, evaluating village employee performance cannot be equated rigidly with higher level bureaucracies. Instead, it must be understood through fundamental indicators such as work discipline, individual accountability, and operational time management (Maryam, 2022).

Preliminary observations and initial field studies conducted on January 15, 2025, at the Kalangan Village Office, Klego District, Boyolali Regency, revealed significant operational friction in the daily execution of village officers' duties. Information obtained from the Head of General Affairs and Planning highlighted systemic attendance tardiness, unstructured informal task reallocation among staff, and an uneven distribution of workload. Furthermore, the implementation of a six day workweek triggered notable role conflicts on Saturdays, administrative office operations were frequently disrupted due to the high involvement of village officers in local social and community activities. These operational bottlenecks indicate that public service delivery at the village level has not been optimized effectively.

Although several prior studies have evaluated employee performance at the village or sub district levels (Margareta et al., 2024; Orlanda, 2023), the majority of these studies remain conventional, focusing predominantly on general performance assessments without dissecting the underlying structural and social root causes. Epistemologically, most previous research is dominated by a positivist paradigm that views performance merely as an objectively measurable quantitative variable. Such approaches frequently overlook how social constructs and paternalistic village culture modify and alter patterns of compliance and employee performance in the field.

To address this research gap, this study aims to evaluate employee performance at the Kalangan Village Office across three core indicators discipline, accountability, and time management. The novelty of this research lies in its application of a holistic analytical framework that integrates three previously fragmented dimensions. The legal dimension concerning compliance with civil service regulations, the psychosocial dimension addressing role conflicts arising from community dynamics, and the technical operational dimension examining time utilization efficiency and the alignment of employees' educational backgrounds with their job roles.

Furthermore, this study adopts a critical interpretivism paradigm to re-examine and challenge the social construction of "good performance" within a paternalistic local culture. Through this synthesized approach, this research seeks not only to empirically identify performance barriers but also to formulate concrete, system based policy recommendations such as proposing a dual-track career path separating field technical roles from administrative office roles to advance human resource management within village level governance.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Employee performance within local governance systems, particularly at the village and sub district levels, has emerged as a central domain of inquiry in contemporary public administration studies. A rich body of scholarly literature consistently highlights that the efficacy of public service delivery and grassroots bureaucratic governance relies heavily on fundamental behavioral and operational constructs, most notably work discipline, individual accountability, and time management capabilities (Maryam, 2022; Prawirosentono, 1999). In village government settings, these core constructs do not operate in a vacuum; rather, they are continuously shaped, constrained, and modified by localized socio cultural conditions and informal administrative norms that characterize frontline public institutions (Arman, 2022).

Regarding work discipline, early foundational works and recent empirical inquiries, such as those by (Junianto et al., 2020), demonstrate that chronic attendance tardiness and lax adherence to official working hours constitute significant institutional bottlenecks. These attendance deficiencies do not merely reflect individual misconduct or personal neglect, they systematically degrade public trust, delay crucial administrative processing, and project an image of operational inefficiency across frontline government offices. Furthermore, adherence to established working schedules serves as the primary structural foundation upon which organizational predictability and service reliability are built, ensuring that citizens receive timely, predictable, and professional assistance whenever they interact with local administrative authorities.

From the perspective of organizational accountability and procedural compliance, research by Orlanda, 2023 underscores that performance quality improves substantially when administrative processes are guided by clear internal communication, strict adherence to Standard Operating Procedures (SOPs), and explicit individual responsibility. Operational clarity minimizes ambiguity, enabling civil servants to execute routine tasks with greater autonomy, consistency, and precision. However, achieving high accountability in village administrations is often thwarted by organizational informalities, where duty boundaries become blurred due to informal agreements or unwritten habits, causing individual responsibility to dissolve into collective ambiguity and ultimately reducing overall public satisfaction with local government institutions (Orlanda, 2023).

On the dimension of operational time management, findings by Jaya, 2024 illustrate that administrative task completion rates are frequently compromised by unmanaged external interruptions, ad-hoc assignments, and a lack of daily workload prioritization. Frontline staff frequently find themselves reacting to immediate community demands rather than adhering to structured administrative schedules. This operational friction is further compounded by structural capacity deficits within the local public

sector workforce, as Arman, 2022 observed that a prevailing mismatch between the formal educational qualifications of village officers and the technical demands of their assigned administrative roles creates significant operational inefficiencies, impairing both technical execution and inter-departmental communication.

Despite these valuable empirical insights, existing literature suffers from profound theoretical and methodological limitations that restrict its applicability to complex local governance environments. A critical critique of prior studies (Badu, 2024; Maryam, 2022) reveals a persistent tendency to evaluate formal regulations, psychosocial dynamics, and technical workflows in isolation, producing fragmented assessments that fail to capture the holistic realities of local governance. By examining administrative indicators as detached variables, previous scholarship frequently overlooks the deeply embedded structural interdependencies that cause formal rules to fail when implemented within close knit, community oriented administrative environments.

What fundamentally sets this study apart from traditional literature is its synthesis of three interconnected analytical pillars, the legal dimension, the psychosocial dimension, and the technical-operational dimension. Integrating these three dimensions provides a comprehensive analytical framework capable of evaluating employee behavior without divorcing it from the socio cultural fabric of village administration. Rather than examining legal mandates or technical workflows in a vacuum, this holistic approach allows for an in-depth investigation into how formal regulatory demands and daily operational requirements interact with, and are modified by, the informal social realities of frontline village governance.

The legal dimension of this synthesized framework evaluates how faithfully local administrative practices align with national statutory mandates, specifically Law Number 5 of 2014 concerning the State Civil Apparatus. It examines whether formal statutory rules, disciplinary procedures, and institutional duties are genuinely internalized by village officers or merely treated as distant, symbolic mandates that yield to local convenience. By contrasting formal legal standards against actual field compliance, this dimension isolates the exact legal administrative gaps that compromise the formal authority and regulatory integrity of village level public institutions.

Simultaneously, the psychosocial dimension interrogates the lived realities of village officers, focusing on role conflict, informal task shifting, and workload imbalances driven by communal obligations and paternalistic social structures. In village settings, professional bureaucratic duties regularly collide with deep seated cultural expectations, neighborly bonds, and local social events, creating psychological and operational friction for frontline personnel. When informal task reallocation occurs without clear structural guidance, certain employees become overloaded with administrative burdens while others remain underutilized, thereby generating covert workplace dissatisfaction and eroding collective organizational productivity.

Epistemologically, this study adopts a distinctly different stance from most prior studies by applying a critical interpretivism paradigm to deconstruct the social construction of "good performance" within a paternalistic village culture. Differing from the positivist paradigm that views performance merely as an objectively measurable quantitative variable, critical interpretivism critically investigates whether absolute subordinate compliance to superiors truly reflects optimal performance, or rather functions as a social compromise mechanism that suppresses individual initiative and conceals structural bureaucratic inefficiencies.

Complementing these qualitative layers, the technical operational dimension utilizes a time motion study approach to quantitatively evaluate working hour efficiency and time allocation across routine

administrative tasks. This technical lens directly assesses how educational background mismatches hinder operational speed, digital tool adoption, and administrative accuracy. By tracking exact time expenditures across daily workflows, this dimension empirically demonstrates how structural skill deficits convert routine paperwork into time consuming tasks, leading to unnecessary queues and administrative delays for visiting citizens.

By unifying these three dimensions, this study moves beyond superficial diagnostics to propose systemic, structural interventions that address the root causes of underperformance. Rather than recommending generic supervisory oversight or short term training sessions that yield negligible long term results, this integrated analysis establishes the theoretical justification for a dual track career path that structurally separates specialized technical field roles from administrative office duties. Such structural restructuring ensures that technical tasks are handled by qualified administrative personnel while field oriented officers focus on community engagement, thereby resolving persistent role conflicts and optimizing workforce allocation.

Epistemologically, this study departs from the dominant positivist paradigm present in existing literature (Maryam, 2022; Orlanda, 2023), adopting a critical interpretivism paradigm to deconstruct how "good performance" is socially constructed and negotiated within a paternalistic administrative culture. Through critical interpretivism, this study investigates whether unquestioning subordinate obedience to local leadership reflects true performance excellence or merely acts as a social mechanism that stifles individual initiative and conceals underlying structural inefficiencies. In place of quantitative statistical hypothesis testing, this interpretive study formulates conceptual propositions based on the performance theories of Robbins, 2006, Prawirosentono, 1999, and Mangkunegara, 2005 to guide empirical exploration, positing that discipline is constrained by unintegrated attendance systems and community obligations, accountability is diluted by informal task shifting, and time management efficiency is conditioned by educational mismatches regarding technical job requirements.

METHOD

This study employs a qualitative approach with an exploratory descriptive case study design to thoroughly analyze the dynamics of employee performance at the Kalangan Village Office, Klego District, Boyolali Regency. The selection of a qualitative approach is grounded in the need to understand performance not merely as an isolated, quantifiable variable, but as a complex social process embedded within local socio cultural contexts. A case study design enables a comprehensive investigation into the intricate interactions between formal bureaucratic mandates, daily administrative practices, and socio structural dynamics that encompass village government officials within their natural work environment. Epistemologically, this inquiry is anchored in a critical interpretivism paradigm to transcend surface level descriptions of empirical data. This paradigm is deployed to question and critically deconstruct how the social construction of "good performance" is formed and negotiated within a paternalistic village bureaucratic culture. Through the lens of critical interpretivism, the researchers do not merely record compliance rates or attendance tardiness rather, they uncover underlying power relations, social compromises, and adaptive mechanisms executed by village officers when confronted with collisions between formal civil service regulations and localized community expectations.

The research focus is situated at the Kalangan Village Office, Klego District, Boyolali Regency, intentionally selected using a purposive sampling strategy based on preliminary field observations conducted on January 15, 2025. These initial observations revealed significant operational frictions, including systemic attendance tardiness, informal task shifting among staff, and role conflicts triggered by a six day workweek policy. The Kalangan Village Office represents the unique characteristics of rural village governance in Java, where demands for modern administrative professionalism continuously intersect with familial norms and communal solidarity.

The research subjects and key informants were selected using purposive sampling techniques to ensure data representativeness across diverse organizational tiers and operational perspectives. Primary informants comprised nine village officials, including the Village Head, Village Secretary, Head of General Affairs and Planning, Head of Finance, Head of Government Section, Head of Welfare and Services Section, and Hamlet Heads. Beyond internal bureaucratic actors, local community representatives were involved as supporting informants to enable data triangulation regarding the perceived quality and reliability of frontline public services.

Primary data collection was conducted using three complementary techniques in-depth interviews, passive participant observation, and documentary studies. In-depth interviews utilized a semi structured protocol focused on three core performance indicators is work discipline, accountability in task and SOP execution, and time management efficiency alongside educational background relevance. Each interview session was recorded with informant consent and transcribed verbatim to preserve the authenticity of the narratives provided by village administrative actors.

Observational techniques were conducted intensively at the Kalangan Village Office to directly observe daily work behavior, attendance patterns, public service workflows, and interpersonal workplace interactions. The researchers recorded detailed field dynamics, including how employees divided time between administrative office duties and community social obligations during regular working hours, particularly on Saturdays. Concurrently, documentary studies gathered relevant secondary data, such as employee attendance logs, Standard Operating Procedure (SOP) documents, the 2025 Kalangan Village Profile, performance achievement reports, and national as well as regional civil service regulations. To enhance analytical rigor regarding the technical operational dimension, this study integrated a time motion study technique. This method was executed by systematically measuring and recording real time allocations required by employees to process various administrative documents and public service requests. This measurement aimed to evaluate real time operational efficiency and identify technical bottlenecks that trigger administrative processing delays or document backlogs in daily office routines. Data analysis followed the interactive qualitative model proposed by Miles, Huberman, and Saldana, comprising four interconnected stages is data collection, data condensation, data display, and conclusion drawing or verification. During the data condensation phase, field data were organized, focused, and categorized into three main analytical frameworks is the legal dimension (compliance with Law No. 5/2014), the psychosocial dimension (role conflicts and informal task shifting), and the technical operational dimension (time utilization efficiency and educational alignment).

Data display was structured through systematic narratives supported by visual data representations to maximize clarity and information scannability. Visualizations included daily employee attendance percentage diagrams, discipline dynamics flowcharts, annual performance achievement tables, and responsibility delegation flowcharts alongside time management constraint diagrams. These visual components were designed to reinforce qualitative findings and elucidate operational relationships among variables observed at the research site.

Data trustworthiness was established through comprehensive triangulation strategies, encompassing both source and technique triangulation, alongside member checking with key informants to confirm the accuracy of interpretive findings. The synthesized analytical framework subsequently linked empirical field findings to system based policy implications. By mapping the interplay between educational background mismatches, informal task shifting, and discipline bottlenecks, this methodology provides the empirical rationale for proposing a dual track career path to advance human resource management within village governance structures.

RESULTS AND DISCUSSIONS

Kalangan Village Office is a village level government institution situated in Klego District, Boyolali Regency, Central Java Province. Kalangan Village encompasses eight sub villages, namely Kalangan, Karanglo, Blimbing, Kopen, Kenteng, Jaten, Tugu, and Sedayu. The village holds a strategic position in public service delivery and serves as the front line in local governance, rural development, and community empowerment at the village level. In carrying out its functions, the Kalangan Village Office operates under an organizational structure consisting of the Village Head, Village Secretary, Head of General Affairs and Planning, Head of Finance, Head of Government Section, Head of Welfare and Services Section, and Hamlet Heads, each holding distinct primary duties and responsibilities.

Employee performance serves as a crucial aspect in evaluating the extent to which village officers execute their duties and responsibilities in accordance with their respective roles. At the Kalangan Village Office, the organizational framework encompasses the Village Head, Village Secretary, Head of General Affairs and Planning, Head of Finance, Head of Government Section, Head of Welfare and Services Section, and the Hamlet Heads. Each village officer possesses specialized primary duties and functions that are interconnected to support effective administrative operations and public service delivery to the community.

Based on the results of observations and interviews, employee performance at this village office is influenced by several main factors is discipline in adhering to working hours, accountability for assigned duties and core responsibilities, time management in completing administrative tasks, and the misalignment of employees' educational backgrounds with their job roles. Village officers work discipline serves as a critical indicator in evaluating employee performance at the village level. This aspect reflects compliance with workplace regulations as well as individual integrity in performing duties according to established guidelines. At the Kalangan Village Office, discipline is enforced through habituation, supervision, and ongoing coaching as part of building a sustainable work culture. However, the implementation of discipline is not yet running optimally. The Village Secretary noted that several employees still fail to comply with established working hours, frequently arriving late due to the habit of starting their activities at 08:00 AM despite official working hours beginning at 07:00 AM.

The Head of General Affairs and Planning further explained that employees often face dilemmas balancing office duties with citizen requests. Demands from residents who visit employees personal residences before office hours frequently lead to arrival delays. He noted that while official hours require employees to arrive at 07:00 AM and depart at 02:00 PM, departure for the office is often delayed because staff must address community needs first. Additionally, adjusting to a six day workweek schedule (Monday through Saturday) presents a significant burden. On Saturdays, community events frequently require the participation of village officers, which occasionally hinders optimal office service delivery on Saturdays despite ongoing efforts to adhere to applicable Standard Operating Procedures (SOPs).

To address these attendance challenges, the Village Office has implemented an integrated fingerprint biometric system as an attendance control mechanism. This fingerprint system logs employee entry and exit times, serving as an attachment to monthly reports submitted to the district level as a prerequisite for salary disbursement. Regular coaching and evaluation sessions are also conducted to improve employee discipline. The Head of the Government Section mentioned that routine coordination meetings serve as a forum for evaluating task execution and issuing warnings to non compliant staff.

In conclusion, drawing from interview data and physical records, the greatest challenge regarding work discipline concerns attendance punctuality from arrival check-ins to departure check-outs and the consistent enforcement of working hours. Despite the presence of biometric attendance systems and regular coaching, discipline implementation faces persistent obstacles due to socio cultural flexibility and the absence of strict sanctions. Consequently, the Kalangan Village Office continues to foster employee awareness and reinforce work culture through direct monitoring and routine evaluations. The

alignment analysis between interview findings and physical attendance data is illustrated in the diagram below.

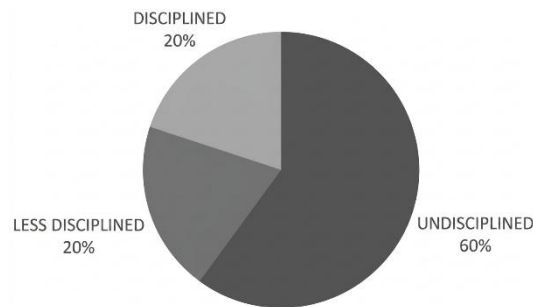


Figure 1. Employee Attendance Diagram

Figure 1 illustrates that employee discipline at the Kalangan Village Office remains relatively low. Out of the total data presented, only 20% of employees are categorized as disciplined regarding attendance. Meanwhile, 20% fall into the moderately disciplined category, and a significant majority of 60% are classified as undisciplined. These findings indicate that most employees have not demonstrated adherence to established work schedules, which in turn can impair the effectiveness of administrative and operational task execution within the village office. Frequent tardiness or absenteeism directly impacts task completion timelines, creates operational irregularity, and potentially lowers overall internal productivity.

Based on the explanation of the research findings concerning the workflow of employee discipline and its impact on performance discussed above, the results can be presented in the following figure.



Figure 2. Discipline Dynamics Flowchart

Figure 2 illustrates that work discipline implementation at the Kalangan Village Office remains sub optimal, characterized by persistent habits of lax discipline and low self awareness shaped by prior work patterns. Field findings reveal that the absence of strict sanctions linked to the salary system prevents disciplinary infractions from having a significant deterrent impact on employees, while discipline monitoring relies solely on monthly attendance logs and direct oversight by the Village Head. Furthermore, challenges arise from domestic factors, such as household responsibilities in the morning, as well as community factors, where urgent citizen requests made directly at officers personal residences for administrative matters frequently prevent employees from arriving on time.

Village officers accountability in executing assigned tasks reflects their commitment to and understanding of established Standard Operating Procedures (SOPs). Adherence to SOPs serves as an essential benchmark for evaluating accountability, operational regularity, and professionalism in carrying out primary duties and functions within the village government. Moreover, the responsibilities of Kalangan Village officers extend beyond routine administrative execution under SOPs to include collaborative capacity, initiative in emergency situations, and moral commitment to public service. Below is the performance evaluation table for Kalangan Village personnel.

Table 1. Employee Performance Evaluation Scores

No.	Position	Performance Score	Category
1.	Village Secretary	48.5	Poor
2.	Head of General Affairs and Planning	49.0	Poor
3.	Head of Government Affairs Section	48.75	Poor
4.	Head of Welfare and Public Services Section	57.0	Fair
5.	Head of Hamlet 1	45.0	Poor
6.	Head of Hamlet 2	19.5	Poor
7.	Head of Hamlet 3	44.0	Poor
Total		44.54	Poor

The Village Secretary stated that a tangible expression of individual accountability is demonstrated during the preparation of Financial Accountability Reports. Every workflow step is governed by established SOPs, which employees must execute systematically. Furthermore, at the beginning of the year, each village officer receives specific performance targets that are subjected to formal evaluation at year end.

The responsibilities of Kalangan Village personnel extend beyond routine administrative execution under SOPs to include collaborative capacity, operational initiative during emergency situations, and a moral commitment to public service. This is structurally supported by the service Standard Operating Procedures framework enforced at the Kalangan Village Office. The fulfillment of these accountability measures plays a crucial role in maintaining the overall credibility and operational continuity of village governance.

Based on the explanation of the research findings regarding the delegation of responsibility and its impact on employee performance discussed above, the results can be presented in the following figure.

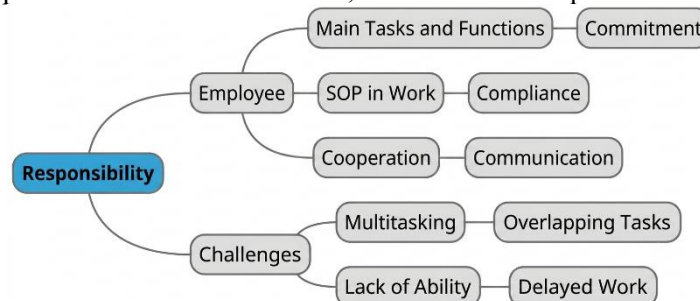


Figure 3. Responsibility Delegation Flowchart

Figure 3 illustrates that accountability remains intrinsically linked to the distinct roles and obligations assigned to each employee within the village office. Every village officer possesses specific roles and duties that must be executed in accordance with established structural functions. A comprehensive understanding of Standard Operating Procedures (SOPs) serves as the foundational cornerstone for ensuring that tasks are completed systematically and procedurally. Employee accountability is also demonstrated through active participation in teamwork. However, within the accountability indicator, persistent challenges remain, such as task backlogs caused by inequitable workload distribution and individual skill limitations, which frequently impede workflow completion. This indicates that accountability is not merely an individual attribute, but is deeply intertwined with the effectiveness of inter collegial collaboration.

Working hour utilization serves as a critical indicator for measuring the efficiency and effectiveness of task execution among village officers. Optimally utilized time directly impacts task completion punctuality, public service responsiveness, and administrative order within the village government environment. Conversely, disorganized time management increases the likelihood of operational delays, task overlaps, and unachieved performance targets.

In conclusion, time represents a crucial component of village officer performance. Strategic planning, task prioritization, operational flexibility, and administrative oversight form the foundational pillars for

maximizing working hour utilization. The Kalangan Village Government has implemented various control systems ranging from biometric fingerprint attendance and coordination messaging groups to district level evaluations and weekly reporting instruments all directed toward enhancing time utilization efficiency for improved public service delivery.

Based on the explanation of the research findings regarding time management workflows and their impact on employee performance discussed above, the results can be presented in the following figure.

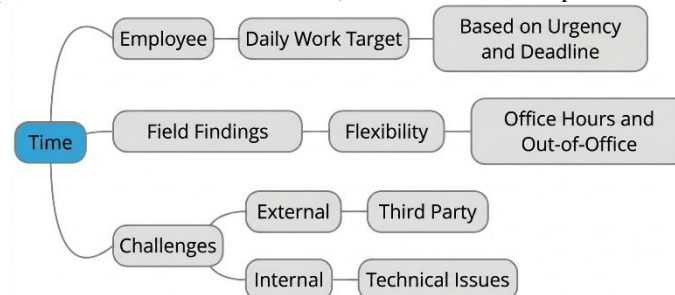


Figure 4. Time Management Constraint Diagram

Figure 4 illustrates that employee time management is reflected in how officers establish daily task targets based on task urgency and predefined deadlines. Every officer is expected to manage time effectively to ensure that administrative tasks are completed accurately and efficiently. Field findings reveal that operational flexibility forms a core working system within the village office, where officers not only work during official office hours but also complete tasks outside scheduled hours. However, time management faces various challenges, stemming from both external factors such as third party coordination issues when unexpected complications arise and internal factors, including technical bottlenecks within the administrative workflow that prevent timely task completion. This underscores that time management is not merely an individual trait, but a core component of employee professionalism in executing duties relative to the conditions and operational demands of the village government environment.

Educational background, professional training, and administrative capacity among village officers constitute vital elements supporting the effective execution of their duties and functions. Educational attainment directly influences an officer's ability to comprehend public policies, draft administrative reports, and adapt to increasingly digitized village governance systems. In this context, educational backgrounds should ideally align with the technical competencies required by specific job positions. However, empirical reality as observed at the Kalangan Village Office indicates that the majority of officers possess educational backgrounds that do not align with their current functional roles.

Data on the Educational Backgrounds of Kalangan Village Officers (2025) reveals that among the 9 active village officers, all are high school graduates or equivalent. However, only 2 officers possess educational backgrounds directly relevant to their current positions, specifically in administration or management. Meanwhile, the remaining 7 village officers hold educational backgrounds that are less aligned with their assigned primary duties and functions in village administration. Despite these educational mismatches, the village officers continue to demonstrate commitment to enhancing their capacity and knowledge, both through direct on the job experience and by participating in professional training programs designed to support more effective governance execution.

Based on the explanation of the research findings regarding operational workflows and employee performance discussed above, the results can be presented in the following figure.

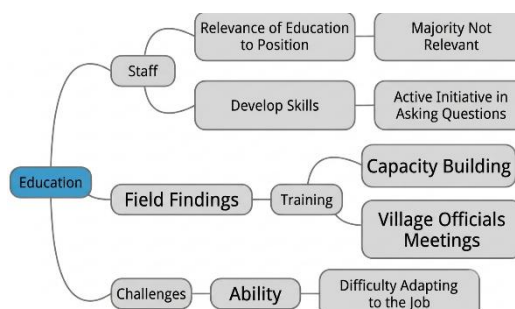


Figure 5. Educational Alignment Flowchart

Figure 5 illustrates that the educational backgrounds of village officers do not fully align with their current job positions, as the majority of employees possess educational credentials that are disconnected from their specific functional roles and responsibilities. Nevertheless, this condition does not serve as a primary barrier, as employees demonstrate initiative and a willingness to develop technical skills through self directed learning and peer consultation among village staff. Field findings also indicate ongoing capacity building efforts, including annual training workshops and regular inter officer forum meetings tailored to specific job positions, which serve as platforms for sharing experiential knowledge and best practices. The remaining challenge lies in employees adaptive capacity when confronting tasks unrelated to their formal training that demand higher administrative and digital competencies. However, these operational difficulties are gradually mitigated through individual persistence and a supportive workplace environment that encourages capacity development. Thus, formal education is not the sole determinant of operational success, provided that employee willingness to learn remains the primary driver supporting performance within the village office.

Yousa, 2022 notes that compliance with work rules serves as a primary indicator of work discipline. Meanwhile, according to Prawirosentono, 1999 discipline indicates the extent to which employees adhere to organizational regulations. In practice, work discipline remains a persistent issue at the Kalangan Village Office. Although official working hours are scheduled to begin at 07:00 AM, a considerable number of employees arrive late due to various factors, such as attending community social events or attending to family matters. Several officers acknowledged arriving at 08:00 AM or even as late as 10:00 AM. This issue stems from weak control systems, excessive administrative tolerance, and a lack of tangible consequences for working hour infractions. Although a biometric fingerprint attendance system has been deployed with report logs submitted to the district level strict sanctions for non compliance remain absent, primarily because attendance records do not directly impact employee salary disbursements.

The challenge of enforcing discipline is further compounded by the flexible social norms of the village community and the absence of a direct link between attendance and financial incentives. Interviews revealed that officers occasionally arrive late due to participation in community activities, yet they still endeavor to complete their assigned responsibilities. As a corrective measure, the Village Head has implemented personal coaching sessions, unannounced spot check inspections conducted by district and regency officials, and biometric tracking systems. Administrative sanctions, ranging from verbal warnings to formal warning letters, have also been prepared to reinforce disciplinary standards. The Village Head emphasized that monthly coordination meetings serve as a comprehensive evaluation forum for monitoring employee discipline and performance, encompassing attendance tracking, punctuality, and task completion.

According to Robbins, 2006, responsibility falls within the dimension of autonomy, reflecting an employee's capacity to execute job functions in alignment with workplace commitments. Lenfile similarly emphasizes the importance of responsibility toward organizational assets and task execution as vital indicators of effective performance. Within the context of the Kalangan Village Office, a sense of accountability is manifested through individual self awareness, where officers acknowledge a moral obligation upon receiving their official salaries and allowances. One officer highlighted the necessity

of maintaining honesty and accountability in task execution, emphasizing that personal responsibility constitutes an essential aspect of official public trust.

Efforts undertaken to address these challenges include strengthening inter officer communication, providing routine guidance, and enhancing coordination during periods of excessive workload. The Village Head emphasized that all employees are expected to build synergy and not remain strictly confined to their individual primary duties, but rather assist one another in completing tasks as a cohesive team when necessary.

Punctuality represents a key indicator highlighted by Robbins, 2006 as well as Bintoro et al., 2017 in measuring the effectiveness and efficiency of employee performance. While official working hours are designated from 08:00 AM to 02:00 PM, several employees in practice arrive late due to domestic obligations, such as taking children to school or attending community functions. Furthermore, flexible working hour arrangements that carry no direct financial deductions for tardiness result in lax time control mechanisms.

Challenges in time management also stem from workload imbalances among staff members, leading to completion delays for specific administrative tasks. Additionally, newly introduced government regulations occasionally create ambiguity, requiring extra time for employees to comprehend and execute them properly. Several officers also acknowledged that operational efficiency remains sub optimal due to a lack of task prioritization management.

Measures implemented to manage time effectively encompass the application of task prioritization matrices, intensive communication via workplace messaging groups, and ongoing oversight and reminders from the Village Head. Officers also demonstrate initiative by completing unfinished tasks outside official office hours or bringing administrative work home. This demonstrates that temporal flexibility can still yield optimal work outputs when supported by individual commitment and professional responsibility. Moreover, the Village Head actively provides direct and indirect encouragement to ensure officers complete assigned tasks punctually, even in the absence of rigid time constraints.

Education and professional capacity constitute fundamental factors supporting the performance of village apparatuses. Relevant education aligned with assigned duties facilitates a clearer comprehension of government regulations, administrative systems, and the accurate preparation of village programs and reports. However, the disparity between educational backgrounds and practical operational demands remains a persistent challenge within village administration, particularly when the majority of officers possess secondary education credentials with fields of study that are non linear to local government administration.

This condition renders the adaptation process to office based duties more complex. Tasks such as financial management, the preparation of Financial Accountability, and the navigation of village administrative software frequently require additional effort, as these skills were not fully acquired through prior formal education. Dynamic regulatory shifts also impose distinct operational pressures, particularly when task outputs must comply strictly with standards set by higher government authorities. Beyond technical constraints, psychological challenges also emerge, especially within work environments requiring inter village or cross position collaboration. A lack of confidence during technical discussions or inter-village officer forums occasionally impedes the exchange of information and best practices. This directly affects the speed at which officers master new administrative responsibilities. In response to these challenges, competency development is pursued through self directed learning and proactive communication within professional networks, such as village officer associations. These associations serve as crucial platforms for sharing practical experiences, engaging in peer consultations, and aligning operational perceptions regarding job functions. Additional support is provided by professional technical advisors at the district level such as village empowerment

facilitators and financial consultants who assist in strengthening the technical capacity of the village officers.

CONCLUSION

Based on the research findings, it can be concluded that employees at the Kalangan Village Office continue to face various challenges, particularly regarding discipline, time management, and educational alignment. Employee discipline remains low despite the implementation of a biometric fingerprint system and routine evaluations, primarily due to weak sanctions and lenient oversight. Conversely, employee accountability demonstrates a positive disposition fostered by personal awareness of rights and duties, although ill defined task allocation frequently leads to multitasking and role ambiguity. Time management remains sub optimal as a result of insufficient task prioritization and technical bottlenecks is however, corrective measures have been pursued through intensive communication and operational flexibility. Meanwhile, non aligned educational backgrounds create technical hurdles and diminish self confidence among certain officers, though these limitations are gradually mitigated through formal training and self directed learning. Consequently, a systemic approach encompassing stronger regulatory enforcement, human resource capacity building, and structural work re-engineering is required to foster a more effective and adaptive village government workforce responsive to public service dynamics.

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