



Strategic Analysis of Village Government Performance In Governance: Study in Kalirejo Village, Probolinggo Regency, Indonesia

Ike Wanusmawatie

Department of Public Administration, Faculty of Administrative Sciences, Brawijaya University
ikew@ub.ac.id

Shinta Fatimah Durrety

Department of Public Administration, Faculty of Administrative Sciences, Brawijaya University
durrety@student.ub.ac.id

Hefry Johan Ferdhianzah

Department of Bussiness Administration, Faculty of Administrative Sciences, Brawijaya University
hefry_fia@ub.ac.id

Ulvi Rohmatul Khasanah

Department of Public Administration, Faculty of Administrative Sciences, Brawijaya University
ulvi_khasanah@student.ub.ac.id

Abstract

The purpose of this study is to describe and analyze the condition of the Kalirejo village government performance using SWOT analysis with the Analytical Hierarchy Process (AHP). Based on the findings, solutions will be devised to improve government performance within the context of village governance. The research method used was mix method with dominant and less dominating approaches. According to the study's findings, administrative services dominate village government performance. These services are intermediary in nature, connecting the village community's needs to the regional government, which owns the local public service authority. Second, transparency, accountability, and participation are more of a formality when reporting to the superior authority, specifically the regency. Third, in order to improve village government performance in the short term, standard operating procedures for administrative services must be developed. Furthermore, as a medium-term strategy, infrastructure development and connection with the village council, as well as collaboration with third parties, will be implemented to boost competency and service efficiency. It is hoped that this strategic decision-making will be sustainable and effective in village governance, thereby enhancing the quality of services and the well-being of village communities in the future.

Keywords: strategic analysis, village government, good governance

INTRODUCTION

Good village governance is a crucial element of governance at the local level. Villages are located in regencies or municipalities where there is a Village Government organization. The village government is different from other government agencies, such as districts and sub-districts. The Village Government is a quasi-

governmental organization (Nurcholish, 2017) that is in direct contact with the village community. It is pseudo-governmental because it functions like a government agency but does not have the features or characteristics of a real government agency. One of them is the employment status of village officials who are not state civil servants (ASN). This type of organization has an impact on

Corresponding author(s): Ike Wanusmawatie, Email: ikew@ub.ac.id

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governance in general and service performance in particular.

Wanusmawatie (2019) in his article "Menakar Layanan Publik di Level Desa" (Measuring Public Services at the Village Level) states that public dissatisfaction, which is shown through various complaints, is directly proportional to the practice of public services in the village. This reinforces Nurcholish's study (2018) which states that village governments cannot provide services directly because politically village governments do not have sufficient authority and resources like other public institutions. Thus, there is a gap between expectations and reality and a gap between theory and practice.

This gap causes problems, not only for genealogical villages, but also for villages with territorial characteristics. (Wanusmawatie, 2018) In addition, it does not only occur in villages located in underdeveloped locations, but also in border locations with urban areas. Thus, these problems can be found in almost all villages in Indonesia, including Kalirejo Village, Dringu Subdistrict, Probolinggo Regency is no exception.

Kalirejo Village is one of the villages that borders urban areas, namely Sumbertaman Village to the south and Wiroborang Village to the west. Both villages are part of the Probolinggo city government. Thus, community interaction and urban transition culture are very likely to occur in Kalirejo Village. In addition, Kalirejo Village borders Pabean Village to the north and Kedungdalem Village and Tegalrejo Village to the east. The distance to the kecamatan capital, Kedungdalem Village, is approximately 2.1 km. If taken by motorized vehicle, it takes about 5 minutes. Meanwhile, the distance to the capital of Probolinggo district, Kraksaan, is 23 km, which can be reached in about 35 minutes by motorized vehicle as well.

The community interaction of Kalirejo Village, which is located on the border between urban and rural areas, allows it to have advantages over other villages in Dringu Sub-district that are not directly adjacent to urban areas. Among other things, it has the potential for human resources, and adequate facilities and infrastructure. Nevertheless, the Kalirejo Village Government faces challenges in managing these resources. Some of the problems faced by Kalirejo Village based on previous studies and preliminary research findings (2023), it is hypothesized as follows:

- 1) Transparency and Accountability: There are limitations in transparency and accountability, especially in budget management and village government policies.
- 2) Lack of information disclosure, which may hinder active community participation in decision-making and monitoring the use of village funds.
- 3) Community Participation: Low community participation in the decision-making process and implementation of village government programs can reduce the effectiveness of these programs. Limited community participation can also lead to programs that are not in line with the needs and aspirations of the community.

- 4) Quality of Service: Suboptimal service can hinder community growth and development. This is due to the limited number and qualifications of village apparatus resources in providing good services.

This study aims to analyze the condition of the Kalirejo village government using SWOT analysis. Based on the analysis, strategies will be developed to improve government performance within the framework of village governance. This research specifically addresses issues related to the services provided by the village government, as this aspect is the most dominant in the village's implementation. The results of this study are expected to make a positive contribution in improving the quality of village governance. By improving the performance of village governance based on good governance, it is expected that the potential and resources in Kalirejo Village can be optimized for sustainable development and better community empowerment. This research can also serve as a basis for local governments in formulating policies that focus on improving governance, especially in the aspect of service delivery.

METHODS

The method of this research is mix method with dominant less dominant approach. The focus of this research is as follows:

- 1) Performance of village government services through transparent, accountable and participatory administrative services.
- 2) Factors influencing transparent, accountable and participatory village administration services
- 3) Strategies to improve village government performance through transparent, accountable and participatory village administration services using SWOT analysis.

The qualitative approach was employed to identify and describe the first and second focus. The third focus used quantitative approach. Data were collected using interviews, observations, documentation, and scoring through the Analytical Hierarchy Process (AHP). The data used were primary and secondary. Primary data came from the village secretary, general services staff, finance staff, members of the village council, members of the youth organization, the head of the Family Welfare Movement or Pemberdayaan Kesejahteraan Keluarga (PKK) and service users. There were a total of 10 informants. Secondary data was obtained from village medium-term development planning documents, (RPJMDes); government work plan documents (RKPes), village revenue and expenditure budget planning and realization documents (RAPBDes); and Kalirejo Village regulations for 2022-2023.

Data analysis dominant used qualitative analysis from Creswell (2016). Data validity was carried out through a confidence test. While the trust test is carried out through triangulation of sources, methods and theories.

RESULT AND DISCUSSION

Dringu sub district consists of 13 villages, one of which is Kalirejo Village. Kalirejo Village is geographically located at 7°31'0" South latitude and 111°54'0" East longitude. The village is located at an

altitude of approximately 156 meters above sea level, with a topography of medium land. This geographical condition plays an important role in determining the climate and natural potential of the village. Based on data from the Central Bureau of Statistics (BPS) of Probolinggo Regency, rainfall in Kalirejo Village during 2021 averaged 1600 mm. The most rainfall occurred in December, where it peaked at 1600 mm. This indicates that the village has a significant rainy season, which may affect agricultural activities and the daily lives of the community. This condition provides potential for the development of the agricultural sector, but at the same time also poses challenges, especially related to water management and disaster risk mitigation that can be caused by high rainfall.

Kalirejo Village borders Pabean Village to the north, Sumbertaman Village and Wiroborang Village to the west. Kalirejo Village also borders Kedungdalem Village and Tegalrejo Village to the east, and Sumbertaman Village to the south. The distance from Kalirejo Village to Dringu Subdistrict is 2.1 km, which can be reached in about 5 minutes by motor vehicle. Meanwhile, the distance to the capital city of Probolinggo district is 23 km, which can be reached in about 35 minutes.

In the middle of Kalirejo Village, Dringu Subdistrict, Probolinggo Regency, located on Jalan Kalimas Blok Rukem, there is a quite magnificent tomb in the form of a pavilion, namely the Tomb of *Mbah Rungsuh*. Even so, most village elders do not have exact information about the year of the establishment of the *Mbah Rungsuh* Tomb. It is said that *Mbah Rungsuh* was the first person to open a new settlement or village named Kaliamas. Some community leaders argue that *Mbah Rungsuh* may also be known as *Kiyai Emas*. However, the majority of village elders believe that the large river flowing in the center of the village at that time emitted a golden yellow light. The name Kaliamas was immortalized as Dusun Kaliamas, with the approximately 2.6 km long protocol road that runs through the middle of the Village named Jalan Kalimas, and the large dam in Krajan Hamlet named Kalisamas Dam. Although the local government named it Kedung Galeng River.

Based on data from the Village Government Administration in 2022, the total population of 5610 villagers consists of 1950 families, with a total population of 5610 people, with details of 2801 men and 2809 women.

A. Kalirejo Village Government Performance in Terms of Transparent, Accountable and Participatory Administrative Services

Based on the results of field research, the most prominent performance of the Kalirejo Village Government lies in its service delivery, particularly in administrative services. Other types of services include infrastructure development and community empowerment, but administrative services remain the most dominant. Administrative services include activities like recording, research, decision-making, and documentation, producing documents like permits, certificates, and recommendations, which aim to facilitate residents' needs regarding population matters, taxes, and other administrative issues

(Thabroni, 2022; Abdussamad, 2000; Gischa, 2022; Muslimah, 2021).

1) Transparent Administrative Services

Administrative services in Kalirejo Village use a one-door system through the SIAK and LAPAK applications. SIAK (Population Administration System) is a national application provided by the Disdukcapil of Probolinggo Regency, focusing on nationwide population administration. In contrast, LAPAK (Sub-district Administration Quick Service) is a local administrative service application at the village level. LAPAK offers various services, such as Police Record Certificate (SKCK) introduction letters, disability certificates, domicile letters, identity discrepancy letters, family card processing, digital population identity processing, birth and death certificate processing, and moving in/out letters.

The presence of LAPAK at the village level ensures easier access for the community to administrative services without needing to visit the sub-district office or the population and civil registration office (dukcapil) directly. These services can be accessed both offline at the village office and online through a WhatsApp group provided by the Village Government. Residents simply request the needed document type via WhatsApp, and the service staff will respond accordingly. These service staff are not permanent village officials but temporary employees appointed by the Village Head, earning a monthly salary of about Rp 1,000,000 (as of 2023).

However, despite transparent and efficient service delivery, informants indicated that there is no officially established Standard Operating Procedure (SOP). The services operate based on customary practices widely accepted by the community. This lack of SOP results in uncertainty regarding service accuracy and speed. The village government's role is mainly as an intermediary, with service speed depending on the readiness of human resources and technology at the local government level, specifically the Population and Civil Registration Office (DISPENDUK) of Probolinggo Regency. If DISPENDUK personnel are timely, servers are ready, and the application functions without errors, the village apparatus can provide swift services. This finding supports previous research indicating that the quality of public services at the village level is significantly influenced by local government support in terms of policies, programs, resources, infrastructure, and technology (Wanusmawatie, 2021).

2) Accountable Administrative Services

Although administrative services aim to meet community needs related to population and other administrative matters, there is a lack of visible accountability. The types and volumes of services are reported indirectly through the SIAK and LAPAK systems, but there is no direct accountability to the village community, either formally or informally. Residents primarily act as passive users, without

involvement in decision-making processes related to service provision.

The absence of a formal SOP and dependence on local government readiness for application-based services lead to unpredictable completion times. This means that accountability remains low, as the community does not have clear access to information about administrative service performance in the village. Consequently, the quality of village government performance is highly dependent on higher-level government performance, particularly regarding technology and human resources at the district level.

4) Participatory Administrative Services

Community participation in decision-making about administrative services in Kalirejo Village is minimal. The village government primarily functions as an intermediary (tussenpersoon or mediator) rather than a direct provider of public services. This model aligns with the structure established during the Dutch colonial era, where the village government acted as a mediator between village residents and the colonial government (Nurcholish, 2020).

The main task of the village government is to assist regional and central governments in implementing governance and development tasks, rather than making independent decisions about service delivery (Wanusmawatie, 2021). As a result, the role of the village community remains limited to that of service users, while decisions about service types and delivery methods are determined by local and central governments. Residents seeking official document services must go through the village government as an intermediary. The task of the village head (lurah/kepala desa) and officials is limited to facilitating the community's affairs with higher-level authorities, who hold the actual service authority.

B. Factors Affecting the Performance of Kalirejo Village Government in the Framework of Transparent, Accountable and Participatory Governance

Based on the results of research in the field, it shows that there are several factors that influence performance, especially the services provided by the village government. The following are some of the factors that influence the performance of the Kalirejo Village government, which have been identified through interviews and observations.

1) Internal Factors

- a. Regulatory support: the existence of regulations that support village government transparency and accountability. Regulations influence transparency and accountability by forcing government organizations to comply with established standards and procedures. Institutional theory suggests that regulation is important in the success of government reform (Brignall and Modell, 2000) and has a positive relationship with accountability (Akbar et al.,

2012). In the Indonesian context, regulations are coercive according to the concept of coercive isomorphism (DiMaggio and Powell, 1983). Talbot (2008) also emphasizes the importance of regulation in encouraging change and innovation in the public sector. Therefore, regulation increases transparency and accountability by ensuring compliance with applicable standards. This is also in line with the findings of Ahyaruddin & Akbar (2017) which underline that regulation has a significant influence on government accountability.

- b. Outsourcing support for public services: the use of additional labor to improve public services. This allows village governments to access specialized expertise and skills that may not be available internally, so that public services can continue to run well. In other contexts, such as the research conducted by Herawati et al. (2014), outsourcing enables better service provision, such as the provision of a more diverse and high-quality food menu, as well as better appearance and presentation in hospital services. This study also showed that outsourcing can bring specialized skills that improve service standards in the village.
- c. Service infrastructure support: the availability of adequate facilities to support services to the community. Infrastructure is like the foundation for public services. Without adequate infrastructure, public services will be hampered and cannot run optimally. Conversely, effective public services can encourage sustainable infrastructure development and maintenance (Ekaputra et al., 2021; Sembayang, 2011; Zulfani et al., 2023). Good infrastructure, such as adequate office facilities, information technology systems that reach villages well, and communication tools, enable village governments to perform their functions more efficiently. Effective infrastructure reduces bottlenecks in administrative processes and public services, resulting in optimized village government performance.
- d. APBDes support: the existence of an adequate budget to run village programs. The APBDes is a reference for financing development in a village, so that the performance and use of each budget at the village level can be accounted for (Abdussakur, 2012). With an adequate budget, the village government can implement development programs, improve local infrastructure and provide services.
- e. Support for village officials' openness to communication. Village officials' openness to communication improves village government performance by facilitating transparency, accountability, and community participation

through clear information, two-way dialog, and trust building.

The 5 (five) internal factors above are strengths or advantages. Furthermore, the weaknesses identified as factors affecting the internal village government in implementing village government services in governance are as follows:

- a. Weak leadership of the village head: Based on observations and interviews with village officials, the head of kalirejo village was never physically or mentally present. So far, the village secretary has been running the activities, concurrently holding three other village official positions. This is due to the vacancy in the formation of village officials, which has not yet been filled. Coordination is dominated by the village secretary. Meanwhile, communication is only two-way between the village head and the village secretary. The leadership of the village head is very influential on the performance of village officials such as research by Wulandari & Hazizan (2024). Weak leadership will certainly have a negative impact on the sustainability of employee performance.
- b. Limited quantity of village officials. This occurs due to death and retirement. This is a major weakness in village performance. According to data from Kompas (2023), one village in West Java, Cibodas Village, only has 3 village officials to serve 2,500 residents. This certainly makes village officials overwhelmed in carrying out their duties. High workloads can lead to fatigue, inefficiency, and even mistakes in carrying out their tasks.
- c. Low competency of village officials: lack of skills and knowledge among village officials. Previous research by Putra (2021) explains that competency significantly affects the performance of village officials in the City of Sawahlunto. This also reinforces the theory of Kasmir (2016), which explains that performance is influenced by factors such as competency, understanding, work design, personality, work motivation, leadership style, job satisfaction, work culture, work environment, and commitment.
- d. Absence of Standard Operating Procedures (SOP): lack of clear guidelines for task execution and service delivery.
- e. Limited scope of governmental affairs: restricted authority in carrying out the functions of village governance.

The external factors influencing are as follows::

2) External Factors

- a. Integrated service system with local government. The integration of systems allows villages to access and utilize various services and data available at the local government level. This can save time and

resources, as well as enhance efficiency and effectiveness in carrying out village governance tasks. For instance, in the village, the integration of population data facilitates the processing of documents and other public services.

- b. Establishing cooperation with third parties to enhance the competency and capacity development of village officials. Collaboration with academics, NGOs, and the private sector aims to improve the skills and capabilities of village apparatus.
- c. Establishing communication with the Village Consultative Body (BPD): fostering a good relationship with the village representative institution. Building effective communication with the BPD is crucial for the village government to enhance its performance. By maintaining open, transparent, and accountable communication, the village government can obtain valuable information and feedback from the community, enhance collaboration and synergy, and build trust and legitimacy in the eyes of the public.
- d. Utilizing social media and mass media for the dissemination and publication of village activities: the use of media platforms for the socialization and promotion of village activities.
- e. Increased community participation: efforts to encourage active involvement of the community in village activities. By actively involving the community, villages can progress rapidly towards development and enhance the welfare of their residents. Community participation serves as a compass that directs village policies towards accurate targets (Kabupaten Nagan Raya, 2023).

The five factors above represent opportunities available to the government of Kalirejo Village to improve the performance of the village government through its administrative services. The following five factors represent the challenges faced by the government of Kalirejo Village.

- a. Changes in national policies: the impact of changes in regulations and policies at the central level on the village. While new opportunities may arise, this also presents a significant challenge for the village. The village must enhance its capacity, strengthen coordination, and improve communication to be better prepared to navigate the complexities of national policy changes and leverage them for the benefit of the community.
- b. Changes in leadership at the local, regional, and national levels. Each leader has distinct visions, missions, and priorities. When leadership changes occur, the village must adapt to new policies that may differ from previous ones. This adaptation process

requires time, resources, and effort to understand, implement, and monitor the effectiveness of the new policies. Such transitions can disrupt ongoing village programs and create uncertainty for the community.

- c. Changes in village community culture towards individualism and indifference. A community with an individualistic and indifferent attitude is likely to be reluctant to participate in village activities. This can hinder the implementation of village programs that require collaboration and active community participation.
- d. Weak economic conditions/income of the village community: low economic welfare levels. Limited income and access to economic resources can lead to poverty and social vulnerability in the village. This increases the workload of the village government in addressing social issues such as health, education, and social protection.
- e. Recurring floods: persistent natural disasters, such as floods, that impede development and service delivery in the village.

C. SWOT Analysis

SWOT analysis is an acronym for Strengths, Weaknesses, Opportunities, and Threats, which is a method for analyzing these four key factors. This analysis divides the situation into four main categories. The first two factors, Strengths and Weaknesses, pertain to the internal environment. The other two factors, Opportunities and Threats, originate from the external environment. Based on the results of the analysis of factors affecting village government performance from interviews and other data collection, the strengths, weaknesses, opportunities, and threats are outlined in the following table (Table 1).

D. Strategy Analysis

1) IFAS (Internal Factor Analysis Summary)

The results of the calculation using IFAS, or Internal Factor Analysis Summary, are presented below. After identifying the internal factors, each factor is assigned a weight reflecting its significance to the success of village government performance. Each factor is then evaluated on a scale based on how it impacts village government performance. The results of this evaluation are used to calculate the total score for each internal factor, which is then organized into a matrix to provide a clear overview of the organization's internal strengths and weaknesses (Table 2).

Based on the IFAS Matrix analysis, regulatory support emerges as a key strength with the highest score of 1.13. The high weight (0.13) and excellent rating (9) indicate that the existing regulations significantly support the implementation and operationalization of village systems, providing a strong foundation for development and service effectiveness. Additionally, support from outsourcing contributes significantly to internal strength, with a score of 0.89. This highlights

that outsourcing enhances capacity and service efficiency, which may not be achievable with internal resources alone.

Table 1. SWOT Analysis

<p>Strength</p> <ul style="list-style-type: none"> (a).Regulatory support (b).Support from outsourcing for public services (c).Support for service infrastructure (d).Support from the Village Budget (APBDes) (e).Supportive attitude of village officials 	<p>Weakness</p> <ul style="list-style-type: none"> (a). Weak leadership of the village head (b). Limited number of village officials (c). Low competency of village apparatus (d). Absence of Standard Operating Procedures (SOP) (e). Limited scope of governmental affairs
<p>Opportunities</p> <ul style="list-style-type: none"> (a).Integrated service system with the local government (b).Establishing cooperation with third parties to enhance the competency and capacity development of village officials, including collaboration with academics, NGOs, and the private sector (c).Establishing communication with the Village Consultative Body (BPD) (d).Utilizing social media and mass media for the dissemination and publication of village activities (e).Increasing community participation 	<p>Threats</p> <ul style="list-style-type: none"> (a).Changes in national policies (b).Changes in leadership at the local, regional, and national levels (c).Shifts in village community culture towards individualism and indifference (d).Weak economic conditions/income of the village community (e).Recurring floods

Source: Researcher's compilation, 2024

Conversely, the greatest weakness lies in the limitations of governmental affairs, which has the highest weight (0.17) and a score of 0.83. These limitations can pose significant barriers to the operational and developmental aspects of the village, restricting the scope and effectiveness of government

activities. Furthermore, the lack of Standard Operating Procedures (SOPs), with a score of 0.53, also indicates issues with consistency and quality in task execution, which can lead to irregularities and inefficiencies in village management..

2) EFAS (External Factors Summary)

The results of the EFAS (External Factor Analysis Summary) calculation are presented below. After identifying the external factors, each factor is assigned a weight reflecting its significance to the success of village government performance. Each factor is then evaluated on a scale based on how it impacts village government performance. The results of this evaluation are used to calculate the total score for each external factor, which is then organized into a matrix to provide a clear overview of the organization's external opportunities and challenges (Table 3).

In the EFAS Matrix analysis, the primary opportunity identified is the integrated service system with the local government, with the highest score of 1.13. The substantial weight (0.13) and excellent rating (9) indicate that this integration has significant potential to enhance the efficiency and effectiveness of village services, facilitating better coordination and access to additional resources. Collaboration with third parties, such as academics, NGOs, and the private sector, is also a significant opportunity with a score of 0.89. This collaboration has the potential to enhance the competency and capacity of village officials, enabling sustainable development and access to additional expertise and resources.

However, the greatest challenge faced is the recurring floods, with a weight of 0.17 and a score of 0.83. The impact of such disasters can be highly damaging to infrastructure and community livelihoods, necessitating robust mitigation and adaptation planning. Additionally, the weak economic conditions of the village community, with a score of 0.53, indicate that economic challenges can affect various aspects of life and development, requiring effective interventions to improve economic welfare and support sustainable village development..

3) SFAS (Strategic Factors Analysis Summary)

The SFAS Matrix (Strategic Factor Analysis Summary) is a strategic analysis tool used to organize SWOT (Strengths, Weaknesses, Opportunities, Threats) factors in the context of village government performance. The SFAS Matrix helps identify key factors that are significant in both the internal and external environments affecting village government performance. The procedure for creating the SFAS Matrix involves steps such as identifying the main factors from the previously conducted SWOT analysis, assessing each factor based on internal strengths or weaknesses and external opportunities or

threats, and constructing a matrix to comprehensively visualize these factors.

By using the SFAS Matrix, village governments can formulate more targeted and responsive strategies and policies to address the challenges and opportunities in their surrounding environment. This approach enables village governments to enhance their effectiveness, efficiency, and responsiveness in delivering services to the community, as well as in making strategic decisions for local development and improving quality of life (Table 4).

In analyzing the SFAS Matrix, both internal and external factors provide a comprehensive overview of the current strategic position. The greatest strengths lie in Regulatory Support and the Integrated Service System with the local government, both of which have the highest scores and indicate significant support for operational efficiency and coordination. These strengths enable the organization to effectively leverage existing regulations and systems to support strategic initiatives.

Table 2. IFE Matrix

No	Strength	A	B	C	D	E	Weight	Rating	Score
1	Regulatory Support	1,00	1,13	1,29	1,50	1,50	0,13	9	1,13
2	Outsourcing support for public services	0,89	1,00	1,14	1,33	1,33	0,11	8	0,89
3	Service infrastructure support	0,78	0,88	1,00	1,17	1,17	0,10	7	0,68
4	APBDes Support	0,67	0,75	0,86	1,00	1,00	0,08	6	0,50
5	Support for village officials' openness to communication	0,67	0,75	0,86	1,00	1,00	0,08	6	0,50
Total		4,00	4,50	5,14	6,00	6,00	0,50		3,69
No	Weakness	A	B	C	D	E	Weight	Rating	Score
1	Weak leadership of the village head	1,00	0,50	0,33	0,25	0,20	0,03	1	0,03
2	Limited quantity of village officials	2,00	1,00	0,67	0,50	0,40	0,07	2	0,13
3	Low competency of village officials	3,00	1,50	1,00	0,75	0,60	0,10	3	0,30
4	Absence of Standard Operating Procedures (SOP)	4,00	2,00	1,33	1,00	0,80	0,13	4	0,53
5	Limited scope of governmental affairs	5,00	2,50	1,67	1,25	1,00	0,17	5	0,83
Total		15,00	7,50	5,00	3,75	3,00	0,50		1,83

Source: Researcher, 2024

Table 3. EFE Matrix

No	Opportunities	A	B	C	D	E	Weight	Rating	Score
1	Integrated service systems with the local government.	1,00	1,13	1,29	1,50	1,50	0,13	9	1,13
2	Establishing partnerships with third parties to enhance the competency and capacity development of village government personnel, involving academia, NGOs, and the private sector.	0,89	1,00	1,14	1,33	1,33	0,11	8	0,89
3	Building communication with the Village Consultative Body	0,78	0,88	1,00	1,17	1,17	0,10	7	0,68
4	Utilizing social media and mass media for socialization and publicity of village activities.	0,67	0,75	0,86	1,00	1,00	0,08	6	0,50
5	Enhancing community participation	0,67	0,75	0,86	1,00	1,00	0,08	6	0,50
Total		4,00	4,50	5,14	6,00	6,00	0,50		3,69
No	Threats	A	B	C	D	E	Weight	Rating	Score
1	Changes in national policies.	1,00	0,50	0,33	0,25	0,20	0,03	1	0,03
2	Changes in leadership at the local, regional, and national levels.	2,00	1,00	0,67	0,50	0,40	0,07	2	0,13
3	Shifts in the village community's culture towards individualism and apathy.	3,00	1,50	1,00	0,75	0,60	0,10	3	0,30
4	Weak economic conditions/income of the village community.	4,00	2,00	1,33	1,00	0,80	0,13	4	0,53
5	Recurring flood disasters	5,00	2,50	1,67	1,25	1,00	0,17	5	0,83
Total		15,00	7,50	5,00	3,75	3,00	0,50		1,83

Source: Researcher, 2024

Table 4. SFAS Matrix

No	Faktor	A	B	C	D	E	F	G	H	I	J	Weight	Rating	Score
1	Regulatory support	1,00	1,13	1,29	1,80	2,25	1,00	1,13	1,29	1,80	2,25	0,14	9	1,23
2	Support from outsourcing for public services	0,89	1,00	1,14	1,60	2,00	0,89	1,00	1,14	1,60	2,00	0,12	8	0,97
3	Support for service infrastructure	0,78	0,88	1,00	1,40	1,75	0,78	0,88	1,00	1,40	1,75	0,11	7	0,74
4	Limited governmental authority	0,56	0,63	0,71	1,00	1,25	0,56	0,63	0,71	1,00	1,25	0,08	4	0,30
5	Lack of Standard Operating Procedures (SOPs)	0,44	0,50	0,57	0,80	1,00	0,44	0,50	0,57	0,80	1,00	0,06	5	0,30
6	Integrated service systems with the local government	1,00	1,13	1,29	1,80	2,25	1,00	1,13	1,29	1,80	2,25	0,14	9	1,23
7	Establishing partnerships with third parties to enhance the competency and capacity development of village government personnel, including academia, NGOs, and the private sector	0,89	1,00	1,14	1,60	2,00	0,89	1,00	1,14	1,60	2,00	0,12	8	0,97
8	Building communication with the Village Consultative Body	0,78	0,88	1,00	1,40	1,75	0,78	0,88	1,00	1,40	1,75	0,11	7	0,74
9	Recurring flood disasters	0,56	0,63	0,71	1,00	1,25	0,56	0,63	0,71	1,00	1,25	0,08	4	0,30
10	Weak economic conditions/income of the village community	0,44	0,50	0,57	0,80	1,00	0,44	0,50	0,57	0,80	1,00	0,06	5	0,30
Total		7,33	8,25	9,43	13,20	16,50	7,33	8,25	9,43	13,20	16,50	1,00		7,09

Source: Researcher, 2024

However, the main weaknesses that need to be addressed are the Limited Scope of Governmental Affairs and the Absence of Standard Operating Procedures (SOPs), which can restrict operational capacity and lead to inconsistencies. Developing SOPs and expanding governmental affairs are crucial for enhancing efficiency and effectiveness. The greatest opportunities lie in Building Partnerships with Third Parties and Establishing Communication with the Village Consultative Body, which offer significant chances for improving competency and strengthening relationships. Optimizing these opportunities can support capacity development and better collaboration. Major challenges include Recurring Floods and Weak Economic Conditions/Income of the Village Community, which can affect community stability and purchasing power.

Disaster mitigation strategies and local economic strengthening programs are necessary to address these challenges effectively. By leveraging strengths, addressing weaknesses, capitalizing on opportunities, and managing challenges, the organization can enhance its overall strategy and operations.

E. Decision Making Based on SWOT Analysis

Decision-making steps based on the formulated strategies can be carried out using a systematic and structured approach (Table 5). Firstly, short-term strategies should focus on addressing urgent issues such as the development of Standard Operating Procedures (SOPs) at the village level. Next, for medium-term strategies, priority should be given to infrastructure development that supports community needs and

strengthening communication with the Village Consultative Body to ensure active participation in local decision-making. For long-term strategies, the primary focus should be on establishing partnerships with third parties to enhance competency and develop the capacity of village government personnel, involving academia, NGOs, and the private sector. Additionally, managing outsourcing or contract labor to improve public service efficiency and integrating service systems with local government to enhance coordination and effectiveness are crucial. Finally, the development of regulations supporting village autonomy is essential, with significant roles played by higher levels of government, including regional and central government authorities.

government management, including more effective coordination through planned communication and improving both the quantity and quality of village government personnel. Additionally, increased supervision from the local government is essential to ensure the effective and efficient implementation of the established strategies. Through this approach, it is expected that decision-making will be continuous, ensuring timely and effective strategy implementation to enhance service quality and village community welfare. Ultimately, the goal of village governance is to achieve community satisfaction and autonomy, leading to a prosperous village community.

Table 5. Strategy Timeframe

No	Factors	Score	Strategy Timeframe
1	Regulatory support	1,23	Long
2	Support from outsourcing for public services	0,97	Long
3	Support for service infrastructure	0,74	Intermediate
4	Limited governmental authority	0,30	Short
5	Lack of Standard Operating Procedures (SOPs)	0,30	Short
6	Integrated service systems with the local government	1,23	Long
7	Establishing partnerships with third parties to enhance the competency and capacity development of village government personnel, including academia, NGOs, and the private sector	0,97	Long
8	Building communication with the Village Consultative Body	0,74	Intermediate
9	Recurring flood disasters	0,30	Short
10	Weak economic conditions/income of the village community	0,30	Short

Source: Researcher, 2024

To improve performance and achieve better governance, it is necessary to implement short-term, medium-term, and long-term strategies. This approach ensures that decision-making is both effective and sustainable. The strategies begin with enhancing village

Conclusion

Village government performance is predominantly characterized by intermediary administrative service activities. However, good governance, as reflected in principles of accountability, transparency, and community participation, has not yet become an organizational culture. This situation arises from the indirect governance model adopted by village administrations, which creates a quasi-local government unit.

Factors influencing the performance and governance of village governments originate from both internal and external sources. The SWOT analysis results indicate that strategic decision-making to enhance village government performance and governance can be achieved through short-term, medium-term, and long-term strategies. The implementation begins with prioritizing performance goals within village governance, while monitoring involves both internal and external aspects. Effective village governance relies heavily on strong village management and support from the local government.

Recommendation

Recommendations include both short-term and long-term approaches. In the short term, revising village governance policies is necessary to improve governance for the well-being of the community. This revision should consider future needs by strengthening the status and position of village governments within the Indonesian governance system. The concept of decentralization within cities, making villages small autonomous regions under the local government, should be considered. This step will address both internal and external aspects, allowing village governments to provide public services directly.

Short-term recommendations will impact immediate achievements. Village government management will be more effective if village government organizations are more modern. Strategic decision-making cannot be effectively carried out if it constantly involves higher levels of government, as this is beyond the control of village administrations. A solution to this issue is revising Law No. 6 of 2014 on Villages.

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