



## **Performance Controlling of Village Apparatus Based on Quality Management at the Mulya Agung Village Office Musi Banyuasin Regency**

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**Abstract:** This study aims to analyze the implementation of performance controlling of village officials based on quality management at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency. It examines the standard-setting process, the implementation of activities in controlling the performance of village officials based on quality management, compares actual performance with predetermined criteria, and explores ways to address problems in controlling the performance of village officials at the Mulya Agung Village Office. This research uses a qualitative method through field-based approaches, primarily using interviews. Data collection techniques include observation, interviews, and documentation. Data processing and analysis are carried out in three stages: data reduction, data presentation, and drawing conclusions. The informants in this study consist of the village head, village officials, the village consultative body, and local community members. The validity of the data was tested using triangulation, including source and technique triangulation. The results of the study indicate that the performance controlling of village officials at the Mulya Agung Village Office has been running well, as shown by the implementation of controlling in accordance with the applicable rules and regulations. For instance, when addressing performance-related issues among village officials or employees, the village head, together with all stakeholders, holds joint meetings or deliberations. These meetings help produce solutions that increase compliance and discipline among stakeholders, raise awareness among those facing issues, and serve as valuable lessons for the future.

**Keywords:** Controlling, Village Officials' Performance, Quality Management

### **Introduction**

Supervision (controlling) of the performance of village apparatus plays a crucial role in improving the effectiveness and efficiency of public services at the village level. Control plays a central role in directing, monitoring, and regulating organizational activities to achieve predetermined goals. From the perspective of employee discipline, control can be an effective tool to enhance discipline and employee performance (Irfan Setiawan, 2024).

Controlling can be carried out in various ways, such as periodic performance measurement and evaluation, the implementation of strict monitoring and control systems, and the creation of a clear and transparent operational research process. With effective management strategies and methods, the discipline of village office apparatus can be improved, thereby positively impacting organizational performance and enhancing the quality of public service delivery to the local community (Burhani et al., 2022).

Several control factors can influence the performance of village apparatus, including community participation and involvement, education and training, resource availability, periodic monitoring and evaluation, firm and fair leadership, and adherence to rules and discipline. Important aspects of discipline include time management, compliance with policies and regulations, performance and productivity, ethics and behavior, development and training, communication and information, as well as evaluation and monitoring (Noferius Giawa & Yoel Melsaro Larosa, 2023).



The performance of village apparatus is crucial to ensure that village governance operates effectively and meets the needs of the community. As the frontline unit of government, villages must be capable of delivering services that are good, fast, and timely. Each village officer is responsible for fulfilling this duty, which includes adherence to work discipline and the completion of assigned tasks. However, village apparatus often fail to perform well, especially in managing time and following procedures (Nurhayani & Suryani, 2022).

Based on observations, the performance of the village apparatus at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency, has been running fairly well and has been carried out in accordance with each officer's main duties and functions, by providing good services to the community. However, several challenges remain, including the need for additional facilities and infrastructure, as well as adjustments in service hours. The majority of the community members are farmers, whose availability to handle administrative matters often falls outside normal office hours. Therefore, the role of the village head at the Mulya Agung Village Office is crucial in providing direction and ensuring accountability among subordinates.

Based on the above description, this research aims to analyze how performance control of the village apparatus is conducted by the village head and related institutions, in line with the main duties and functions of the Mulya Agung village apparatus, to ensure optimal service delivery to the community.

## **Method**

This study uses a qualitative research approach. It is descriptive in nature and tends to use analytical methods (Agustinova, 2015). The qualitative method applied here is a case study, presented descriptively (Setiawan, 2018). The informants in this research consist of key and supporting informants. The key informant is Mr. Yamidi, the head of Mulya Agung Village, while the supporting informants include village officials and the Village Consultative Body (BPD). This research uses a descriptive qualitative approach, which focuses on problem formulation as a guide to investigate or capture a social situation that needs to be examined thoroughly, comprehensively, and in detail. The qualitative approach is a research framework that yields descriptive data in the form of written or spoken words and observable behavior (Moleong, 2019). Qualitative research emphasizes studying social phenomena and revealing the feelings and perceptions of the research subjects.

In this study, the researcher employs qualitative research because the data obtained will emphasize the perspectives of the subjects, the processes, and the meanings behind the phenomena being studied, using relevant theories to support and align with the facts found in the field (Sugiyono, 2018). Therefore, the researcher will interpret raw data collected from interviews with the Village Head, Village Officials, and the Village Consultative Body (BPD), as well as photo documentation and official documents, into detailed explanations or descriptions. In qualitative research, data collection techniques are carried out through interviews, observation, and documentation (Sugiyono, 2016);(Ibrahim et al., 2023). Interviews are conducted with informants using a guideline that aligns with the research objectives to ensure that the information obtained is valid and reliable. To support data accuracy, voice recorders and manual note-taking are employed (Ibrahim et al., 2022). Data



analysis focuses on the core issues being studied, particularly on the understanding and meaning conveyed by the respondents (Sugiyono, 2022);(Annur, 2018).

After data collection, the researcher analyzes, interprets, and presents the data, which is then verified and concluded. To enhance the credibility of the research findings, triangulation techniques are applied. In this context, triangulation refers to validating data from various sources, using different methods, and at different times (Moleong, 2019);(Niswah et al., 2023).

## **Result and Discussion**

### **Findings**

#### **Standard Setting**

Based on interviews conducted by the researcher, the performance controlling of village apparatus at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency, has already included a standard-setting process carried out by the village head and the village office staff. These standards include targets, vision, mission, objectives, and implementation goals, which serve as benchmarks. This is done to assess the quality, quantity, effectiveness, and timeliness of the village apparatus's work at the Mulya Agung Village Office.

The establishment of performance standards for evaluating the village apparatus (employees) has indeed been implemented at the office. According to the researcher's observations, it is evident that standard setting has been applied at the Mulya Agung Village Office, with the aim of evaluating the quality, quantity, effectiveness, and timeliness of the apparatus's performance, as well as to determine performance achievement and evaluate skills and competencies in the process of delivering public services.

#### **Implementation of Controlling**

According to the interviews conducted by the researcher, the implementation of performance controlling based on quality management at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency, has been carried out. The village head applies both direct and indirect supervision methods, and the system in place is internal control. This includes the use of supervision forms, performance evaluations conducted regularly every three months, and attendance records to monitor the progress of work completed by employees and village apparatus at the office.

The implementation of performance monitoring for village apparatus (employees) has indeed been carried out at the Mulya Agung Village Office. Based on the researcher's observations, this monitoring has been running well, in accordance with applicable regulations and the previously established standards. In this context, all employees and village officials have been carrying out their respective duties and functions properly. From the documentation above, the researcher concludes that the implementation of performance controlling for village apparatus in Mulya Agung Village, Lalan Subdistrict, Musi Banyuasin Regency is conducted every three months. Additionally, the village head performs daily direct field monitoring, allowing for immediate correction if any staff members make errors.

#### **Comparing Actual Performance with Established Criteria**



Based on the interviews conducted by the researcher, the comparison between actual performance and the established performance standards of the village apparatus has been carried out in accordance with existing procedures and regulations, primarily through deliberation and evaluation. The indicators used for this comparison include productivity, service quality, responsibility, responsiveness, and accountability, all based on the village apparatus's operational standards.

In addition, the researcher also conducted observations and found that the performance comparison process has been carried out according to the applicable regulations and procedures—mainly through deliberation and in line with the standard operating procedures of the village apparatus. To strengthen the findings from the interviews and observations, the researcher includes documentation related to comparing actual performance with the predetermined performance standards. From the documentation above, the researcher observed that the process of comparing actual performance with established standards is carried out by the village head through deliberation involving all employees at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency.

#### Addressing Problems

Based on interviews conducted by the researcher, the village head, along with the village apparatus and staff at the Mulya Agung Village Office, carry out activities to address problems or conduct evaluations to identify errors or obstacles that may arise. In determining appropriate solutions for resolving these issues, the village head holds deliberation meetings involving relevant stakeholders.

Additionally, the researcher also conducted direct field observations and noted that such problem-solving or evaluation activities are indeed conducted to identify any errors or challenges that may occur. To strengthen the results of interviews and observations, the researcher includes documentation of activities related to addressing problems or evaluating the performance of the village apparatus. Based on the documentation above, the researcher observed that the village head conducts activities to address problems and find solutions together by involving the village apparatus and the Village Consultative Body (BPD) at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency.

#### Discussion

##### Standard Setting

Standard setting, which refers to benchmarks (targets) or desired outcomes, is done as a comparison for results in organizational activities. These standards also define what needs to be done when carrying out activities to achieve the organization's goals and targets (Rivai, 2015). The standard setting for controlling the performance of the village apparatus at the Mulya Agung Village Office in Lalan Subdistrict, Musi Banyuasin Regency is already in place. This standard-setting is carried out by the village head and the village office employees. The standards include targets, vision, mission, goals, and execution targets, which also serve as standards. This is done to assess the quality, quantity, effectiveness, and punctuality of the village apparatus's work, as well as to evaluate the performance and skill development in providing services to the community in Mulya Agung Village, Lalan Subdistrict, Musi Banyuasin Regency.

This is further supported by Sabaruddin & Marissa in their research journal, where they mention that clearly defined work standards can help employees carry out their duties,



provide support to those who face difficulties, and ensure the achievement of optimal results without obstacles. Additionally, providing explanations regarding tasks helps improve job completion accuracy, ensuring work results align with leadership standards, operational competency with tools, reworking reports based on leadership corrections, adherence to institutional regulations, and skill enhancement (Sabaruddin & Marissa, 2018).

#### Implementation of Controlling

Supervision is a key function of leadership. A leader needs to have appropriate supervisory tools, but in their application, various aspects should be considered wisely. Supervision, as part of leadership, is not aimed at dominating or controlling subordinates but at providing guidance and direction so that subordinates' efforts can achieve the previously set objectives (Djadjuli, 2018). The performance controlling based on quality management at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency has been implemented. The supervisory methods used by the village head include both direct and indirect supervision, such as written reports confirming that employees complete their tasks. The internal supervision system includes making supervision forms, performance percentage evaluations conducted every three months, and attendance records to track the progress of employees or the village apparatus at the Mulya Agung Village Office.

This aligns with the research journal by Fadli Sandewa, which highlights that supervision includes both direct and indirect methods, such as direct inspections, observations, and reporting. Supervision is an important part of the planning process. It ensures that management strategies are achieved and running effectively. A series of evaluation processes is conducted to ensure that all work is progressing as expected and planned. Supervision aims to correct mistakes and prevent them in the future. The supervision carried out by leadership will impact the execution of the plan. The plan will be successfully implemented if supervision is done well, and the results of whether the objectives are met can only be evaluated after supervision. Therefore, the role of supervision is crucial to the success of a plan (Sandewa, 2017).

#### Comparing Actual Performance with Established Criteria

Performance measurement focuses more on comparing results with the plans or standards set earlier to determine the level of achievement, which can then be used as feedforward or feedback. When an employee shows results that meet or exceed targets, it indicates a high level of productivity. On the other hand, if the employee's results fall below the standards set by the organization, it indicates low productivity (Munir et al., 2024).

Comparing actual performance with the performance standards of the village apparatus at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency, is in accordance with the existing procedures and regulations, namely through deliberation and evaluation. The indicators used for comparison include productivity, service quality, responsibility, responsiveness, and accountability, as well as based on the operational standards of the village apparatus. The village head, village apparatus, and BPD carry out this supervision to improve and maximize the services provided to the community. This is also reinforced by Galih Fajar Muttaqin, who in his research journal states that the better the performance comparison system of an organization, the better the management control system. Comparing performance is used as the basis for evaluating the success or failure of activities in accordance with the established standards, targets, and objectives in order to achieve the organization's vision and mission (Muttaqin, 2017).





### Solving Problems

A leader must possess certain skills, especially in dealing with problems that may arise. The skills required for supervision include the ability to provide effective guidance. A leader should be able to handle various issues that may arise during task execution and offer effective solutions.

When carrying out activities, the process of finding solutions and addressing problems becomes a crucial aspect that needs to be applied. In the supervision process, efforts to improve employee performance are made by correcting deviations or mistakes in their work. The goal of this step is to ensure that every activity carried out by village office employees runs optimally (Sari et al., 2015).

The activities of solving problems or evaluating to identify mistakes or obstacles that may occur among the village apparatus or employees at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency, can result in solutions that improve compliance or discipline among stakeholders and raise awareness for those who are facing problems, serving as a learning opportunity moving forward.

This is also supported by Amiruddin's research journal, which states that every employee should be ready to accept reprimands if they make mistakes, as it is part of the effort to improve and enhance the quality of work in the future. However, reprimands delivered in an improper or harsh manner can create discomfort, potentially demotivating employees and causing negative feelings (Amiruddin, 2017).

### Conclusion

Based on the results and discussion, the Performance Controlling of Village Apparatus Based on Quality Management at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency has been well implemented, as seen from the indicators for establishing standards in the performance controlling of village apparatus at the Mulya Agung Village Office. These standards are already in place, including targets, vision, mission, and objectives, as well as implementation targets which also serve as standards. The implementation of performance controlling for village apparatus based on quality management at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency has been carried out. The methods of supervision used include both direct and indirect supervision. Comparing actual performance with the established standards of village apparatus at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency has followed the existing procedures and regulations, through discussions and evaluations. The indicators used for comparison include productivity, service quality, responsibility, responsiveness, and accountability, as well as based on the operational standards of village apparatus. Problem-solving in the performance controlling of village apparatus at the Mulya Agung Village Office, Lalan Subdistrict, Musi Banyuasin Regency has also been implemented. This activity can generate solutions that improve compliance or discipline among stakeholders, raise awareness for those facing issues, and serve as a learning opportunity moving forward.

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