

## Research Article

# The Influence of Leadership and Performance of Village Government Bureaucracy and its Implications for the Quality of Public Services Towards Industrial Revolution 4.0 in Banyuasin Regency South Sumatra Province

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## Abstract.

Environmental changes and developments that continue to develop in this century have caused uncertainties due to the development of information technology. These increasingly complex changes encourage various societal demands and increasingly tighter and sharper competition. This condition has led to pressure on the government to make changes in various sectors, especially public services toward Industrial Revolution 4.0 in the village government system. This research aims to analyze and test the partial influence of leadership and performance of the village government bureaucracy on the quality of public services toward the Industrial Revolution 4.0. This research design uses quantitative methods through a questionnaire survey, which will be tested for validity and reliability. The findings in this research indicate that the quality of leadership is still unsatisfactory, which causes the village government's performance to be suboptimal, which results in the quality of service to the community in the era of increasingly developing information technology. Therefore, there is a need for leadership and performance transformation to improve the quality of technology-based services to society.

**Keywords:** leadership, performance, bureaucracy, and public service

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## 1. Introduction

Every organization or government company in carrying out activities is always directed towards achieving organizational goals. One of the organizational resources that has an important role in achieving organizational goals is human resources. Human resources are a very important factor in managing and developing goals within the organization.

Human resources in every organization or company have a very dominant role because through this role humans can work together to achieve goals by utilizing all available resources. Employees are the most important asset in a company or organization, employees have reason, feelings, desires, abilities and skills, as well as

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the drive to progress that is needed by the organization or company to achieve the expected goals.

The best service cannot be separated from the role of each employee, an employee must be able to work optimally, which can be measured by the performance he has achieved. The support of quality human resources is of course expected to play an active role as planners, implementers as well as supervisors of all management activities of the company or organization. Not only improving the quality of human resources, organizations or companies are required to continue to increase their competitiveness through improving the quality of management.

According to Stoner and Freeman (1989) in Muhammad Cholil (1999) said that leadership is a process of directing and influencing group members in relation to certain areas of task. Leadership is an initiative to think and act in order to find alternative solutions to problems faced together through certain patterns.

Leadership as an ability to influence the motivation or potential of other individuals in a group or organization. A leadership orientation that is able to direct and guide employees well in achieving organizational goals is required to support efforts to maintain the existence of the company or organization. To find out what employees think about the company or organization, leaders need to have active communication with their employees.

Leadership is also a topic that is always interesting to study and research, because it is the most widely observed and least understood phenomenon. The leadership phenomenon in Indonesia has also proven how leadership has had a major influence on political and state life. In an organization, leadership is one of the centers of attention, on the other hand, organizational effectiveness also plays a role in the organization or company being able to survive and be able to be competent in facing rapid change.

The leader's attitude will determine developments in the organization and the development achieved and will ultimately influence employee work productivity. The skill of developing a team by a leader is the key to successful activities within an organization or company.

According to Fahmi (2016: 176) said that performance is the result obtained by a good organization or company, good performance can be seen from the results obtained, in accordance with organizational standards. Performance is a description of the achievement of an activity in realizing organizational goals and objectives, because performance is a function that is very influential in achieving organizational and company goals in addition to other functions and factors.

To analyze leadership variables on employee performance based on the indicators used, namely leadership indicators and performance indicators. The leadership indicators proposed by Siagian (2004) are as follows: first, A climate of mutual trust, second, Respect for subordinates, third, Taking into account the feelings of subordinates, fourth, Attention to work comfort for subordinates, fifth, Taking into account the job satisfaction factors of subordinates to complete the tasks entrusted to him, sixth, Recognition of the status of subordinates appropriately and professionally, seventh, Attention to the welfare of subordinates. While the employee performance indicators proposed by Mitchel in Sedarmayanti (2001:51) are: first, Quality of work, second, punctuality, third, initiative, fourth, ability, fifth, Communication.

Government bureaucracy is required to be able to provide public services appropriately and with quality. The ability to provide good, efficient, accountable and quality services according to currently determined standards is a necessity. Anyone, any institution (from the government bureaucracy) cannot avoid the public's demands for quality, effective, efficient, transparent and accountable public services. In this context, in the last few decades various models of minimum service standards have developed in the public service sector. If studied in depth, a strong message is implied here that public service is not just the implementation of service functions inherent in government bureaucracy. However, the administration of public services by the government is seen as a process of government performance (or government bureaucracy). This means that the good and bad public services provided by the government bureaucracy will reflect the good and bad of the government's performance. It cannot be denied that various irregularities still occur in the implementation of public services. The implementation of quality services is an obligation for every country. There are several factors that can support the achievement of service quality, namely reliable leadership, having the ability to implement change, and carrying out the service itself. The government as a state administrator in providing services must comply with minimum service standards. As mandated by Law No. 25 of 2009, service is a process of fulfilling needs through the ongoing activities of other people. According to (Kosanke, 2019a) what is meant by service is the fulfillment of physical, social and psychological needs. Meanwhile, according to (Rahayu & Saryanti, 2014) service is an activity provided by one party to another party, basically it is not realized and does not result in any ownership.

In efforts to create quality public services, the top level of leadership is one of the determinants of whether or not the quality of service is achieved, both at the highest level of an agency to the lowest, at the village level for example (Nuriyanto, 2016).

The birth of Law Number 6 of 2014 concerning villages according to (Bender, 2016) is a manifestation of strengthening the existence of villages as one of various State institutions. The law clarifies the duties, functions and roles of villages in carrying out and providing services for their village communities in order to achieve their ideals in improving community welfare.

## 2. Methods

The research was conducted qualitatively using a case study approach. Qualitative is carried out with the aim of explaining or describing the research results in a real and natural way according to the situation and conditions that occur in Banyuasin Regency. Meanwhile, the case study was carried out with the aim of explaining in detail what the Village Government in Banyuasin Regency does, especially in implementing services to the community.

The research objects in this study who function as informants are all human resources in the Village office in Banyuasin Regency who carry out public services to the community including the Village Head, Village Secretary, Head of Finance, Head of Planning, Head of Administration & General Affairs, Head of Services, Head of Development Section, Head of Government, and Head of Hamlet. Meanwhile, the data collection technique is through a questionnaire survey.

## 3. Results and Discussion

The number of villages in Banyuasin Regency is very large and is in direct contact with the needs of the community. Most of them are unable to carry out their service functions optimally. The lack of village service functions is due to the fact that of the 288 villages in Banyuasin Regency, 45 (fourty five) villages do not yet have village offices as community service centers and 15 (fifteen) village offices require rehabilitation/renovation.

The facts above show that Banyuasin Regency, especially the village government, has responsibility problems in realizing good quality public services. Even though these two problems are not simple, and it is not easy to find the causes and solutions, based on research observations from data shown from various existing problems, the factors that are thought to be the dominant cause include limitations in the implementation of leadership problems, lacking or not being optimal. The performance of the village government bureaucracy is thought to be hampering the quality of service to the community in the current era of industrial revolution 4.0.

TABLE 1: Number of Villages in Sub-District at Banyuasin Regency.

No	Sub-District	Number of Villages
1	Banyuasin I	11
2	Banyuasin II	10
3	Banyuasin III	21
4	Pulau Rimau	17
5	Betung	9
6	Rambutan	19
7	Muara Padang	15
8	Muara Telang	16
9	Makarti Jaya	11
10	Talang Kelapa	6
11	Rantau Bayur	21
12	Tanjung Lago	15
13	Muara Sugihan	22
14	Air Salek	14
15	Tungkal Ilir	14
16	Suak Tapeh	11
17	Sembawa	11
18	Sumber Marga Telang	10
19	Air Kumbang	16
20	Karang Agung Ilir	7
21	Selat Penuguan	12
Total		288

Source : Banyuasin in Figures 2023

The performance of village employees is still not satisfactory. The community indicates that the competence of employees in village government is still not in line with expectations. This is confirmed by the fact that village employee resources are still very low. On average, village heads only have a high school level education, while the average village employee is a junior high school graduate and not many have bachelor's and master's degrees. The lack of competence and professionalism of village government employees in Banyuasin Regency as the spearhead of services to the community, has resulted in the implementation of good governance not being achieved optimally.

The performance of the village government cannot be separated from the performance of its employees, because all existing resources will not work together without

TABLE 2: Number of Village Employees in Sub-District at Banyuasin Regency

No	Sub-District	Number of Village Employee
1	Banyuasin I	128
2	Banyuasin II	123
3	Banyuasin III	227
4	Pulau Rimau	191
5	Betung	105
6	Rambutan	236
7	Muara Padang	179
8	Muara Telang	184
9	Makarti Jaya	127
10	Talang Kelapa	74
11	Rantau Bayur	244
12	Tanjung Lago	170
13	Muara Sugihan	260
14	Air Salek	172
15	Tungkal Ilir	175
16	Suak Tapeh	120
17	Sembawa	148
18	Sumber Marga Telang	120
19	Air Kumbang	176
20	Karang Agung Ilir	85
21	Selat Penuguan	143
Total		3.387

Source: Banyuasin Regent Regulation Number 11 of 2023 concerning Allocation of Village Funds and Sharing of Regional Taxes and Regional Retributions in Banyuasin Regency for Fiscal Year 2023.

employees. In other words, employee performance has a very large contribution to the performance of village government. Apart from that, employee performance will also influence the quality of public services in the village, so there is a need for good leadership influence to create good public services as well.

In this research, variables are defined as attributes of a group of people or objects with other objects in the group (Sugiyono, 2005:2).

i. Leadership

According to Veithzal (2011:64) leadership is the ability of a leader to influence other people by provoking the growth of positive feelings in the people he leads to achieve the desired goals. The leadership indicators according to Siagian (2004) are as follows:

a) A climate of mutual trust

A climate of mutual trust is something that is a character, characteristic or main value inherent in interactions between individuals and members of organizations such as those in the Village Office in the Banyuasin Regency area.

b) Respect for subordinates

Rewards for subordinates, namely if employees at the Village Office in the Banyuasin Regency area have achievements in completing their duties well, giving this award also aims to increase the motivation of other employees so that they are active in carrying out their duties.

c) Take into account the feelings of subordinates

Taking into account the feelings of subordinates, from here it can be understood that attention to humans is a managerial vision based on the human aspect of a leader's behavior at the Village Office in the Banyuasin Regency area.

d) Attention to work comfort for subordinates

The relationship between individuals and groups will create expectations for individual behavior, from these expectations can produce certain roles that must be played. Some people have to act as leaders while others play the role of subordinates, and in the daily duties of a leader at the Village Office in the Banyuasin Regency area, he must pay attention to the comfort of work for his subordinates.

e) Attention to the welfare of subordinates

Basically, taking into account the welfare of subordinates can take the form of doing good to subordinates, exchanging ideas with subordinates and fighting for the interests of subordinates at the Village Office in the Banyuasin Regency area.

f) Taking into account the job satisfaction factor of subordinates to complete the tasks entrusted to them.

In the Village Office in the Banyuasin Regency area, a leader must always take into account any factors that cause job satisfaction for subordinates in completing their tasks, in this way a harmonious relationship between leaders and subordinates will be achieved.

g) Recognition of the status of subordinates quickly and professionally

Leaders in dealing with their members need to recognize and respect the status held by their members appropriately and professionally regarding the extent to which members can accept and acknowledge their authority in carrying out their leadership at the Village Office in the Banyuasin Regency area..

ii. Employee Performance

According to Hasibuan (2007:94) says that employee performance is a work result achieved by a person in carrying out the tasks assigned to him, based on skills, experience and seriousness of time. There are five indicators that influence employee performance according to Mitchel in Sedarmayanti (2001), namely:

a) Work quality

The quality of work achieved is based on the requirements of suitability and high availability in the department which will result in appreciation and progress along with organizational progress through increasing understanding and skills in a structured manner in line with the increasingly increasing scientific and technological guidance at the Village Office in the Banyuasin Regency area.

b) Timeliness

The level of an activity is completed at the desired initial time, seen from the point of coordination with the output results and maximizing the time available for other activities at the Village Office in the Banyuasin Regency area.

c) Initiative

Initiative is having self-awareness to carry out something in carrying out the tasks and responsibilities that have been given. Subordinates or employees can carry out tasks without needing to rely continuously on superiors at the Village Office in the Banyuasin Regency area.

d) Ability

Ability are a number of parts that influence a person's performance that can be intervened in or applied with education and training, are part of the abilities that can be developed at the Village Office in the Banyuasin Regency area.

e) Communication

Communication is an interaction carried out between superiors and subordinates to convey suggestions and opinions in solving a problem faced. Communication will lead to better cooperation between superiors and subordinates and of course an increasingly harmonious relationship will be established between employees at the Village Office in the Banyuasin Regency area and their superiors in order to create a feeling of shared destiny and shared responsibility.

iii. Quality of Public Services

The quality of public services is one of the government bureaucratic reform agenda which starts from the bad reality of the factual condition of the quality of public services which is largely determined by the quality of attitudes and character of village



government employees who are dishonorable, corrupt and irresponsible, thus making the public dissatisfied with services provided by village officials.

Improving the quality of public services is a very important issue for village government officials. This happens because on the one hand, society's demands for service quality are also becoming greater and more numerous, while the practice of providing services has not experienced any significant changes. The public always demands quality public services, even though these demands often do not meet expectations because the public services currently available are still complicated, expensive and tiring.

One of the complaints that often occurs and is heard from the community is that apart from being complicated due to rigid bureaucracy, the behavior of individual village employees is sometimes unfriendly, and the performance of employees in providing services on time and quality is still very low for the community.

There are five indicators of service quality according to what Zeithaml, Parasuraman & Berry (in Hardiansyah 2011:11) say, namely:

a) Physical Evidence

Physical evidence is a physical facility that must be present in the service process which is demonstrated by the provider in various forms. The physical appearance aspect provided will greatly determine the satisfaction of service users.

Based on the findings in the field, it shows that the evidence provided does not fully give a positive impression. This is because the space is still narrow, the number of chairs available is still small so people have to stand to wait, the room is hot because there is no air conditioning and some employees still use personal laptops to complete their tasks. Apart from that, the presence of employees on duty at the village office also needs to be increased.

b) Reliability

Reliability includes the ability to provide promised services accurately and the ability to be trusted, especially providing services in a timely manner.

Based on the findings in the field, it shows that there are still many village office employees who do not attend on time and there are still complaints from the public about errors in typing official documents because village government employees are not proficient in using computers and are not punctual in providing services.

c) Responsiveness

Responsiveness is one of the requirements for good service, the benchmark for responsiveness in the service process is responding to every customer who wants to

receive service, employees providing service quickly and carefully, and all customer complaints being responded to appropriately by employees.

Based on findings in the field, employee responsiveness is still less than satisfactory. Because people still complain about the apathetic attitude of employees, slow service and other unpleasant attitudes.

d) Guarantee

Guarantee is one of the elements in service that concerns the public's trust in the services provided. The guarantee referred to here is a guarantee of timely service with the ability, friendliness and courtesy of employees in serving customers.

Based on the findings in the field, there are still many complaints from the public regarding the guarantee of the completion of the services they request. However, it is necessary to know the causes and consequences of the service's lack of punctuality and this depends on the type of problem being faced.

e) Empathy

Every service provided must have a sense of empathy for the community. The attitude of service providers by showing great care for the community will make the community happy.

Quite a lot of people complain that employees are often apathetic and do not respond to complaints from the public. This is because employees who arrive late do not even come to work. As a result, there are several people who do not receive services. Apart from that, when providing services, village office employees often serve certain people. Of course, this attitude does not reflect the empathetic attitude of village office employees.

iv. Strategy for facing the Industrial Revolution 4.0

Today's world is experiencing a major change, namely Industrial Revolution 4.0. Industrial Revolution 4.0 is a change in the mechanism for the production of goods and services which is characterized by a number of characteristics, namely the use of the Internet of Things (IoT), big data, automation, robotics, cloud computing, and artificial intelligence (Artificial Intelligence).

This change is felt not only by the private sector, but also by government organizations. Apart from the various opportunities it offers, the Industrial Revolution 4.0 raises various new public problems that must be faced, such as the online transportation polemic; e-commerce threats to conventional stores/retailers; cybercrime, etc. Therefore, government organizations must carry out major reforms to be able to successfully carry out their duties and functions in the era of Industrial Revolution 4.0.

Bureaucratic reform 4.0 is a strategic idea that government organizations can implement to face the Industrial Revolution 4.0. Bureaucratic reform 4.0 includes three main aspects, namely collaboration, innovation and use of information and communication technology (ICT). Bureaucratic reform 4.0 is a continuation of the bureaucratic reform ideas that are currently underway. With the additional dimensions of collaboration, innovation and use of ICT, it is hoped that the government can receive maximum benefits from the Industrial Revolution 4.0. Meanwhile, on the other hand, it is able to minimize the negative impacts arising from the Industrial Revolution 4.0.

Of course, as time goes by, village governments must immediately adjust to improving the quality of public services through the Industrial Revolution 4.0, which of course has the greatest influence on the leadership at the village level itself. The strategies that can be carried out by village governments towards industrial revolution 4.0 are:

a) Collaboration

Collaborative governance is one way that the government can take to face the Industrial Revolution 4.0. Collaboration between village government agencies and various parties makes it possible to cover gaps, anticipate rapid changes and make efficient use of resources (Cahyono, 2018).

From the perspective of the village government as the main actor, collaborative governance can be interpreted as a way of governing where one or several village government agencies involve stakeholders outside the government agency in making joint decisions that are formal, consensus-oriented, deliberative and aim to create or implement public policy (Ansell & Gash, 2007).

Implementing collaborative governance can provide space for participation in policy formulation; minimize conflict and strengthen social capital between stakeholders; and providing varied ideas and resources to solve problems (Kim, 2015). The internet of things phenomenon in the Industrial Revolution 4.0 provides great opportunities that support and facilitate collaboration. However, there are many challenges that the government must anticipate to realize effective collaboration. These challenges include the issue of power imbalance between actors; resources whose opportunities are not well distributed; and ineffective communication patterns (Kim, 2015). This is the challenge for leaders at the village level in collaborating with stakeholders so that the quality of public services in the village can keep up with current developments.

b) Innovation

The following strategy that village governments can carry out in the Industrial Revolution 4.0 is to innovate in various areas of their duties. Innovation is basically the implementation of new ideas. In the context of the public sector, innovation is the

implementation of new and good ideas to produce impact and change in government administration, public policy and public services. Innovation has four stages, namely the generation of ideas; selection of ideas; implementation of the new idea; and dissemination of new ideas (Sorensen & Torfing, 2011).

Currently, innovation in government agencies in Indonesia has been implemented. Many central and regional government agencies have innovated in various areas of their duties and functions, especially in providing public services to the community. This is good capital to be able to face the Industrial Revolution. 4.0. The research results show that there are several factors that can support the implementation of innovation, namely visionary leaders; open leadership; collaborative stakeholders; and community participation (Prasetyo, Wicaksono, Herwanto, Mulyadi, & Malik, 2016). Apart from that, another issue that needs to be considered in implementing innovation in the public sector is the sustainability of innovation. Related to this issue, several influential factors in determining the sustainability of innovation in government agencies are the existence of a culture of providing feedback; accountability and sustainable learning (Acker & Bouckaert, 2017). Based on these facts, of course the village government is obliged to have innovations that are presented as a form of adjustment to the Industrial Revolution 4.0 so that public servants can feel the benefits for the village community.

#### c) Utilization of Information and Communication Technology

Information and communication technology (ICT) is the main characteristic of the Industrial Revolution 4.0. Thus, this technology must also be applied in government organizations to support the implementation of their duties and functions. The application of the e-government concept in government agencies has started since 2001. And until now, government organizations in Indonesia, both at the central and regional levels, are competing to be able to utilize ICT in their organizations. However, the level of ICT utilization in Indonesia is still inferior to several other countries in Southeast Asia. Based on a survey conducted by the United Nations, in 2016, Indonesia's e-government development rank (*E-government development rank*) was ranked 116. Indonesia's ranking was far behind Thailand, the Philippines, Malaysia and Singapore. Thailand ranked 77th; The Philippines is ranked 71st; Malaysia ranked 60th; and Singapore is ranked (E-Government Survey 2016 *E-Government in Support of Sustainable Development*, 2016). In addition, Indonesia's e-government development ranking fluctuates from year to year. In 2005, Indonesia was ranked 96th (*Global E-Government Readiness Report*, 2005). In 2010, Indonesia was ranked 109th (*E-Government Survey 2010 Leveraging E-Government at a time of financial and economic crisis*, 2010). And in 2016, Indonesia's

ranking fell to 116 (*E-Government Survey 2016 E-Government in Support of Sustainable Development, 2016*).

This data shows that the use of ICT at the government organizational level still needs to continue to be improved. According to research conducted at the central government agency level, there are two dimensions in ICT management that need to be considered, namely the planning dimension and the infrastructure dimension. Central government agencies still do not have adequate e-government development planning. Regarding infrastructure, the research results show that the available ICT infrastructure is adequate. However, this infrastructure has not been managed well and the level of security is still low (Nurrohmah, Dewi, & Sahadi, 2017). Meanwhile, at the regional government level, research results show that regional governments do not yet have strong leadership, a clear master plan and systematic readiness to direct the formation of a standard e-Government system (Oetomo, 2016). These challenges must be faced by the government, especially village governments, to be able to optimize the use of ICT in the Industrial Revolution 4.0 so that public services can be felt by all people in the village.

## 4. Conclusion

Based on the description of the results of the discussion, it can be concluded that the influence of government leadership and performance is really needed by village employees in improving employee performance. This means that the better the leadership in the village, the better the performance of employees in the village will be. Apart from that, the influence of village leaders in carrying out daily tasks needs to be increased so that the quality of public services also increases based on several variables that have been explained in the discussion. So that when leaders at the village level are able to accommodate the performance of village employees, then we can be optimistic that the quality of public services at the village level in the Banyuasin Regency area can compete with the quality of public services in other areas so that all relevant components and stakeholders are present. in the village are ready to welcome and adapt developments, especially in public services towards the World Class Industrial Revolution 4.0.

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