

THE EFFECTIVENESS OF TASK COORDINATION SYSTEM IN KOTARAJA VILLAGE GOVERNMENT, DULUPI DISTRICT

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ABSTRA K

The research objective was to determine the effectiveness of the task coordination system in the Kotaraja Village Government. As well as to determine the effectiveness of the task coordination system vertically and horizontally in the Kotaraja Village Government. The research approach used in this research is a qualitative approach and a descriptive research type. The informants in this study were village secretaries, 6 village officials and 1 person from BPD. Data collection techniques used in this study were observation, in-depth interviews and documentation. The data analysis technique used was data analysis technique by processing the data using the Miles and Huberman Models. The results of the study are 1) The vertical coordination system that was built between the village head and village officials has not gone well, due to a lot of pressure and various conditions that are not in accordance with village development plans so that the community gives an unfavorable impression. 2) The horizontal coordination system that was built between the Village Head and the Kotaraja Village BPD has not worked properly in carrying out task coordination but has not been effective, because the BPD sometimes does not receive clear information regarding the Kotaraja village development planning.

Keywords : Effectiveness , System , Coordination, Tasks.

INTRODUCTION

The village government must be able to organize government in accordance with the interests of the community in implementing the government system. Where the village government through the village head to lead the village government. Even the village as a government administration. In carrying out development planning in the village based on needs and can increase community participation [17] .

Through the approach of community participation in village development, it must be able to increase community involvement so that there are initiatives, decision-making processes or initiatives that are submitted in

accordance with the decisions submitted by the community.

In addition, the approach taken through community participation in fully realizing what the stages of the program will be implemented in accordance with the project and village development include planning, implementation, monitoring and evaluation and follow-up. So that in carrying out development in the village it must be based on needs in participation so that it is effective and based on its goals and objectives in implementing existing programs in the village.

So that through good coordination the village head must be based on his authority. The coordination of the village head,

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especially for village development, must be more participatory which is really needed in realizing integration, integrity, harmonization, integration with existing programs in village development.

So it is very necessary for the development to be carried out in accordance with the coordination of the management function in village development which is based on efforts in unification, integrity, synchronization and harmonization in the development program so that the implementation runs smoothly and can meet the target effectively.

The reality is that the village government needs to coordinate which measures can help complete the work to be done. Coordination should be done according to the economic guidelines of the district until it is adapted to the achievements in the implementation of the development that has been set.

In fact, the intended goals must be in accordance with the objectives of implementing development in the region so that they can be achieved. In addition to coordination, it must be carried out by balancing the implementation of activities in development so that in the absence of chaos, empty implementation of activities, roads that connect, unite and balance development activities must start from the bottom up by implementing cooperation in a directed manner so that efforts can achieve goals in carrying out development.

The coordination mechanism in the village government in the implementation of

development in directing its activities by leading to the achievement of development tasks by breaking down inefficiencies and conflicts in village government. Coordination in village administration, village officials in their role for the village development process, it is necessary to have human resources and other resources. In carrying out successful development in the village, village officials need clear accountability. In order to make it more effective in carrying out development with attention to the steps in order to carry out development.

In running the wheels of government there is something called vertical and horizontal coordination. Where in the relationship must run optimally. In accordance with the results and facts in the field, it turns out that the vertical coordination system at the Kotaraja Village Government, especially in development planning or activities in Kotaraja Village, has not gone well. The cause is not impossible only from the village head, but in the village officials, the Kotaraja Village Government is considered not to run the administration well. In fact, communication between the village head and village officials has not yet taken place, in fact it has had a direct impact on the understanding and responsibilities regarding the various tasks and duties of each.

The problem encountered was that the village head appointed village officials without the knowledge of other village officials. This was due to the fact that the

village head immediately gave the task to the village secretary to make a decree appointing village officials such as the LPM, the village library, and the Dasawisma chairman. In the process of implementing the appointment should be carried out through community forums or village meetings. Even though the community does not know about such things, so sometimes the coordination does not go well.

In fact, the horizontal coordination system that was built at the Kotaraja Village Government, especially at the BPD, especially for carrying out the preparation of the RKPDEs, must indeed work well, considering that the BPD is a working partner that will carry out the Musrenbang in Kotaraja Village. The obstacle that is often encountered is the lack of intense communication that is built which will have an immediate impact on the results of the Village Musrenbang. As with the community 's proposal regarding the implementation of which PAUD building construction, the community hopes that it can be included in the current year's RKPDEs. However, in reality this has not been included, even though there was the biggest problem in the implementation of the previous RPJMDEs. Where it must be an important concern so that the BPD can supervise the Kotaraja Village Government so that development planning goes well.

So that in the implementation of village development, such as physical and non-physical, it is often found that it is not included in the Village Deliberation.

Making people ask why some aspirations were not included in the Village RKP. In fact, the role of the Kotaraja village head in coordinating with the BPD and the community seemed to be not working, which directly resulted in the budget for physical development, such as PAUD development, being shifted to other parts. The resulting impact on people who feel dissatisfied. As well as communication between the BPD and the Kotaraja Village Government in the eyes of the community is considered less than optimal.

Management

Management is science and knowledge systematically in gathering and can be accepted officially through important objects and objects both through art in order to be able to organize and provide benefits to human resources so that other resources are used efficiently and effectively in achieving its goals [6].

Management is a coordinating process according to work activities in completing the effectiveness and efficiency in achieving organizational goals [3]. Management is a science that regulates the process of utilizing human and other resources efficiently and effectively [7]. In accordance with the definition that management is an important part of planning, organizing, controlling and supervising in achieving the expected goals effectively and efficiently.

Human Resource Management

Human resource management is a science that regulates the interrelationships and roles of the workforce efficiently and

effectively to assist in realizing company goals [6]. Human resource management is planning, organizing, coordinating, implementing and supervising procurement, developing, providing remuneration, integrity and differences in the workforce for achieving organizational goals [10].

Stoner even explained that human resource management is a procedure that has the goal of supplying organizations and companies with the right people according to the positions and positions that exist in the organization [13].

Effectiveness

Effectiveness is a measure that is carried out on targets in terms of quality, quantity and time to be achieved. So that there is a target percentage in achieving high effectiveness. Effectiveness is the suitability of people who will carry out tasks according to their goals [12]. Effectiveness is the achievement of goals and expected results by taking into account the mind, energy, time, tools and other factors that have been determined [2].

System

There are several definitions of the system, such as the opinion that the system is a collection and group that has components and parts as well as physical and non-physical needs so that they can relate to each other and can work together to achieve one goal [16]. The system is a network that is in accordance with the procedures carried out according to the pattern in carrying out the main activities of the company [11]. In addition, the system

becomes an important part of several designs and is integrated in achieving the existing goals.

Coordination

Coordination within an organization is an important part of achieving organizational goals. There are activities intended to be able to achieve the goals and carry out the activities to be carried out. As explained below that.

Coordination is an integrity process according to objectives and activities in accordance with existing units in functional areas in the organization in achieving organizational goals efficiently [5]. Brech in Coordination is the movement and balancing of the team according to the location of activities on the job according to the needs and maintains the activities carried out according to the suitability of each member [8]. Terry explained that coordination is a synchronization that must be organized in order to increase the distribution of the right amount, in directing the implementation so that it can result in integrated harmonization in achieving goals [1 5] .

Forms of Coordination

Patterns in coordination must be implemented in 2 ways, namely, vertical coordination (bottom up and top down) and horizontal coordination (equivalent). In both types of coordination on up and down, where management must be able to be controlled according to the coordination system. So that managers must be carried

out based on time, facilities and expertise possessed in carrying out coordination according to the needs of the organization [9].

RESEARCH METHODS

The approach used in this research is a qualitative approach and a descriptive research type. The type of research that can be used is qualitative, for data sources that can be used are primary and secondary data.

Data collection techniques used in research are observation, in-depth interviews (in-depth interviews) and documentation. Data analysis techniques used data analysis techniques using the Miles and Huberman models where activities with qualitative data analysis such as data *reduction* (data reduction), data *display* (presentation of data) and *conclusion drawing/verification* (drawing conclusions and verification) [14].

RESEARCH RESULT

Vertical Coordination System

The village government as part of the government has duties and functions to carry out village services. Where the village government has the authority to make decisions in accordance with policies to realize the goals of the authorities in setting orders in the village. Implementation of the village government must be in accordance with the subsystems and systems of government administration. So that the village has authority, it can be regulated and

managed in accordance with the interests of the community.

Based on this research, the village government system in Kotaraja village has implemented a coordination system in its administration. Based on the results of an interview with SM as the village head regarding the assignment of responsibilities from the leadership to the Kotaraja village apparatus, namely:

" *Giving responsibility from the leadership to village officials, namely the implementation of coaching or performance evaluation directly to the ranks of village officials*". (December 6, 2021)

In line with the opinion above, SM as the village secretary gave the response that:

" *Giving responsibility from the leadership to village officials, namely the village head encouraging village officials so that they can work optimally in carrying out functions in excellent service to the community* ." (17 September 2021)

The conditions for giving village head responsibilities to village officials must be in accordance with the implementation of functions in serving the community. In the implementation of vertical coordination in the Kotaraja village government, there were obstacles in the assignment of responsibilities in the Kotaraja village.

It turns out that there are several obstacles in the assignment of responsibilities in the Kotaraja village that are encountered in carrying out vertical communication. As the results of the

interview with YD as the general and administrative head said:

"The obstacles in giving responsibility in the Kotaraja village are the existence of village officials who do not want to carry out what is ordered by their superiors because there is no loyalty that is applied." (December 17, 2021)

In addition, the constraints in giving responsibility in Kotaraja Village, where the income comes from MN as the chairman of the BPD, provide the following arguments:

"Constraints in giving responsibility in Kotaraja village, there are village officials who are rarely present, so it will lead to less effective coordination." (December 17, 2021)

In addition to talking about the obstacles faced when giving responsibility for carrying out verbal or vertical communication in the Kotaraja village government. So it really needs encouragement in carrying out cooperation between the village head and village officials within the Kotaraja village government. The views of the SM informant as the village head regarding the impetus that will be carried out are mainly related to cooperation in carrying out vertical communication, saying that:

"There is a desire from the village head to interact for the advancement OF village development activities." (December 6, 2021)

Almost the same as SM as the village secretary of Kotaraja said the encouragement that must be carried out in carrying out cooperation, especially in

carrying out vertical communication , namely:

"Efforts that encourage cooperation between village officials and leaders in the village are good communication between leaders and village officials." (17 December 2021)

To strengthen the impetus for the village head and natural village officials to carry out vertical communication. So in increasing efforts to be able to encourage cooperation between village officials and heads of Kotaraja villages, coordination is built between officials and leaders in Kotaraja villages in achieving organizational goals. In accordance with the explanation from HM as the head of government , namely:

"Coordination within the Kotaraja village office between village officials and the leadership is considered not good enough because each of them cannot understand their duties and functions." (December 17, 2021)

Agree with YD as the general and administrative head said that in carrying out coordination which is very much needed in achieving organizational goals that:

"The coordination that was built between the apparatus and the leadership in the Kotaraja village in achieving organizational goals was not good because there were still opinions or suggestions from the apparatus who did not dare to convey them to their superiors." (December 17, 2021)

In line with the interview, MN as chairman of the BPD said that regarding the

coordination needed to achieve organizational goals that:

"The coordination that was built between officials and leaders in Kotaraja village in achieving organizational goals is still lacking because there are still many officials who do not understand their respective duties and functions." (17 December 2021)

Coordination carried out in the Kotaraja village government is a benchmark in achieving overall organizational goals by implementing a group apparatus system in building good coordination with leaders in Kotaraja villages. Furthermore, the interview with MN as chairman of the BPD gave the response that:

"The apparatus group system in building good coordination with the leaders in Kotaraja village is not very good because there are still village officials who are not loyal to the leaders." (December 17, 2021)

The same interview was explained by HM as the head of the government section explaining the communication system that is very necessary in carrying out vertical communication that:

"In my opinion, the system of village officials in building good coordination with leaders at the Kotaraja village office is still lacking because there are still frequent differences in perception between leaders and officials." (December 17, 2021)

The coordination system that is built must be in accordance with the needs that can assist village officials and village heads of kotaraja. The coordination that should be

built by the apparatus and the leadership so that there is harmony in carrying out the coordination of the tasks of each village apparatus from the village head of kotaraja. For this reason, the coordination that should be built by the apparatus and the leadership is so that there is harmony in carrying out the coordination of the tasks of the village apparatus. HM's opinion as the head of the government section gave the statement :

"The coordination that should be built by the village apparatus and the leadership is by equalizing perceptions of what will be achieved despite the differences in duties and functions and responsibilities. Apart from that, it is also necessary to support and respect each other between the leaders and village officials." (December 17, 2021)

Different opinions regarding the coordination that must be built by village officials with SM as the village secretary that:

"In my opinion, the coordination that should be built by the apparatus and the leadership is so that there is harmony in carrying out task coordination, namely by expressing suggestions or opinions and being able to accept suggestions and opinions from other people." (17 September 2021)

In carrying out coordination, coordination is needed which is able to establish communication that provides harmony with the tasks to be carried out by village officials in Kotaraja village. So that there is no misunderstanding or misunderstanding between the village head

and village officials in the Kotaraja village government. For this reason, the awareness of village officials is needed in building coordination with village heads in Kotaraja villages. As the opinion of sm as the head of the village gives the view that:

"My awareness as an apparatus in building coordination with the leadership is by being loyal to the leadership and not breaking off good communication." (December 6, 2021)

Even clarified by sm as the village secretary giving a perception regarding the awareness of village officials that must be built in carrying out coordination saying that:

"My awareness as an apparatus in building coordination with leaders in the village is to understand my duties as a village apparatus and carry out what has become my duty." (December 17, 2021)

In raising awareness, good coordination is really needed so that in the future village officials who are not very supportive in carrying out their duties at the village office can be improved. In correcting the actions of village officials who were not in accordance with the coordination carried out, as the results of interviews with HM as the head of the government section gave the view that:

" The actions taken by village officials in achieving the desired goals are to respect what the leadership decides and carry out what has been decided ." (17 December 2021)

It can be said that the actions taken by the apparatus with the leadership so that they

were able to achieve the organizational goals desired by the Kotaraja village government. Indeed, the coordination system that is really needed by the Kotaraja village government, especially to build vertical coordination between the Kotaraja village head and village officials or vice versa. So it is very necessary to have responsibility from the Kotaraja village head to the village officials in conducting direct coaching or performance evaluation to village officials.

Even though there are still problems encountered such as village officials who do not want to carry out what was ordered by the village head of Kotaraja due to the lack of loyalty being applied, it is even found that there are still village officials who are rarely present so this will lead to less effective coordination. So that the coordination that was built between the apparatus and the village head of Kotaraja village has not been able to achieve the goals of the Kotaraja village government.

Horizontal Coordination System

Speaking of horizontal coordination in the Kotaraja village government, coordination is really needed in accordance with the direction and lines of communication that will be built between the village government through the village head or village apparatus with the BPD as a horizontal coordination line in the service or implementation of the Kotaraja village government bureaucracy.

In carrying out horizontal coordination, it is necessary to have a form of responsibility for the Kotaraja village head

and the BPD in carrying out their duties as community servants. As an interview with SM as the village head gave the following explanation:

"The village head coordinates with the BPD." (6 december 2 021)

In line with the opinion of SM as the village secretary, even the results of interviews with sm gave the response that:

" The form of the responsibility of the Kotaraja village head with the BPD in carrying out their duties is by means of consensus deliberation which is carried out jointly." (December 17, 2021)

In fact, it is supported by the results of interviews with HM as the head of the government section regarding the form of responsibility that can be carried out by giving the view that :

"The form of the responsibility of the village head with the BPD in carrying out their duties is that if the village head makes a PERDES, the BPD must approve it and if the BPD does not approve it, the BPD is obliged to provide reasons that can support the rejection. Another responsibility of the BPD is to convey what the community's aspirations are. to the village head as a suggestion or as material to make a PERDES." (December 17, 2021)

To carry out the responsibilities of the Kotaraja village head with the BPD, when carrying out a good task, it is necessary to have deliberations according to the needs in carrying out horizontal coordination. Where it is very necessary to carry out the existence of authority and responsibility in

establishing coordination between the BPD and the village head in Kotaraja Village.

The responses related to the authority which is the responsibility of carrying out coordination with the opinion of HM as the head of government explained that :

"The authority and responsibility in establishing coordination between the BPD and the village head is to agree on what has been determined by the village head, and the BPD and the village head need mutual support and equal thinking so that what the village head decides will not conflict with the BPD." (17 December 20 21)

Furthermore, the results of YD's opinion as the general and administrative committee provide arguments that:

"The authority and responsibility in establishing coordination between the BPD and the village head in Kotaraja village is deliberation and if after deliberation, the village head must approve and the BPD must approve ." (December 17, 2021)

In maximizing the authority and tasks that are the responsibility of carrying out coordination, it is definitely very necessary to have the same thoughts between the village government and the BPD in Kotaraja Village. There needs to be cooperation between the BPD and the village head to build the village well. As is well known, in an interview with MN as chairman of the BPD, he argued that:

" Cooperation is carried out with the BPD and the village head to build the village well, namely the BPD must accommodate the aspirations of the

community and must pass it on to the village head and the village head must provide advice to the BPD until conclusions and mutual agreements are formed." (December 17, 2021)

Almost the same as the interview with YD as the administration and general head, giving arguments regarding the collaboration carried out by the BPD with the village head to develop a kotaraja village that:

"The form of cooperation carried out by the BPD with the village head to build the village well is that the BPD conveys what the community's aspirations are to the village head as advice or as material to be discussed in village meetings." (December 17, 2021)

The form of cooperation that must be carried out by the BPD and the Kotaraja village head in developing the village must indeed be adjusted to the needs and suggestions that can support village development planning. However, it turns out that the BPD and the village head encountered the biggest obstacle related to the coordination that is built if the cooperation between the two does not go well in Kotaraja village.

Where is the opinion of HM as the head of the government section explaining the obstacles encountered in carrying out coordination are:

"The obstacle encountered by the BPD in terms of coordination is that if the collaboration does not go well, namely, the village head sometimes does not know very

well what the position and main tasks of the BPD are like." (17 December 2021)

In addition, HM's view is supported by the opinion of SM as the village secretary regarding the obstacles encountered are as follows:

"The biggest obstacle encountered by the BPD and the village head is related to the coordination that is built if the cooperation between the two does not go well, namely the existence of disputes between the two institutions due to differences of opinion ." (December 17, 2021)

Indeed, there are still obstacles in carrying out horizontal coordination between the Kotaraja village head and the BPD, which means that development will not work. So it is very necessary to have a basic concept that is built by the BPD and the village head in carrying out the coordination of the tasks of both the kotaraja village head and the BPD.

In carrying out the wheels of the Kotaraja village government, it is necessary to have a concept developed by the BPD and the village head in carrying out the coordination of their respective duties. The opinion expressed by sm as the head of Kotaraja village argued as follows:

"My response is that the concept developed by the BPD and the village head in carrying out their respective task coordination has not been maximized because there are still tasks that have not been carried out ." (December 6 20 21)

The concept that really needs to be built by the BPD and the village head in carrying out the coordination of their respective tasks really needs an appropriate concept in building the similarities between the BPD and the Kotaraja village head. Coordination is really needed by the village head and the BPD, so the cooperation that is built by the BPD and the village head in achieving the organizational goals desired by the community in Kotaraja village.

As the opinion of HM as the head of the government section regarding the coordination that must be built in achieving the goals should be as follows:

"The collaboration built by the BPD and the village head to achieve organizational goals as desired by the community is by planning together what the organization will do in the future. Besides that, the BPD also conveys to the village head what the community's aspirations are. The aim is for the village head to make the aspirations of the community as material for making a PERDES." (December 17, 2021)

The opinion above was followed by an interview with YD as the general head and administration regarding the coordination needed between the village head and the BPD, namely :

" The cooperation built by the BPD and the village head in achieving the organizational goals that the community wants is to plan what activities will be carried out by the BPD and the village head in the future according to existing regulations." (December 17, 2021)

Indeed the cooperation that is built between the two in carrying out horizontal coordination must go well as the opinion of MN as chairman of the BPD argues as follows:

" The cooperation built by the BPD and the village head in achieving the organizational goals that the community wants is not optimal because the community is very difficult to communicate with even if invited to meetings sometimes they never attend so it is difficult to convey what the village will carry out ." (December 17, 2021)

The cooperation that is built between the two institutions between the Kotaraja village government through the village head and the BPD must be in accordance with the objectives of carrying out development in the Kotaraja village. By implementing a coordination system that is run by the BPD and the village head in awareness of the coordination of tasks to be carried out in Kotaraja village. Such as the interview with MN as the chairman of the BPD gave the following views:

"The coordination system that is run by the BPD and the village head is aware of the coordination of the tasks to be carried out, namely that they must understand each other's respective roles so that there will be no conflict between the BPD and the village head ." (December 17, 2021)

For this reason, the village head of kotaraja with the BPD in carrying out coordination including duties and authorities really needs to understand and know the

duties and responsibilities of each. In maximizing this step, several steps are needed that can help build coordination in order to achieve organizational goals together.

As HM's opinion as the head of the government section explains the steps that must be carried out are as follows:

"The steps that need to be taken by the BPD and the village head to build good coordination in order to achieve organizational goals together are the BPD as a supervisory agency in reducing unexpected problems so that neither the government nor the community feels disadvantaged in terms of the village development that will be carried out. right by the village government." (December 17, 2021)

Even a different view from SM as the village secretary said the steps that really had to be implemented were:

" The steps taken by the BPD and the village head in building coordination in order to achieve organizational goals together are by trying to make tasks and responsibilities work based on the concepts or regulations that exist in Kotaraja Village ." (December 17, 2021)

Build deliberations in which to make overall responsibilities and reduce problems that are carried out properly. In carrying out or carrying out some horizontal coordination between the village government through the Kotaraja village head and the BPD, it is necessary to carry out the duties and responsibilities properly adjusted. So that

the problems encountered in carrying out horizontal coordination can understand, understand and reduce the risks that occur so that it harms many people including the community itself.

DISCUSSION

The Effectiveness of the Vertical Coordination System in the Kotaraja Village Government

Based on the results of coordination that was carried out vertically by the Kotaraja Village Head and village officials in Kotaraja Village. In fact, in carrying out the activities of the Kotaraja Village Government, the service process for the community must indeed be carried out according to the needs of the community. One of the concerns in the field is that communication between the Kotaraja Village Head and village officials found problems, as it was known that there were various problems in the field. The results of the study show that the dimensions of coordination implemented through government administration in the Malal District are not yet effective [1].

So that according to the research objective is to find out the vertical coordination system is running effectively in running the Kotaraja Village Government. Based on the results of the research it turns out that the Kotaraja village head in carrying out his duties as a leader must carry out and carry out coaching and evaluation of the performance of village officials in Kotaraja Village.

Even in giving the responsibility of the Village Head to the Village Secretary or village apparatus, it really encourages them to work optimally in providing excellent service functions to the community. In addition, the provision of responsibility must be adjusted to existing policies. In pushing for maximum coordination of tasks, it is very necessary to encourage the community by providing enthusiasm that can give enthusiasm to village officials in accordance with the implementation of the duties of the Kotaraja Village head.

The obstacles encountered by the Kotaraja Village Head related to the giving of responsibility from the Kotaraja Village Head were considered to be a lot of pressure in carrying out their duties because the village officials considered the Kotaraja Village Head to be less than optimal in providing services and giving tasks to village officials directly. Even village officials still have difficulties in carrying out their duties and functions which are not running optimally, besides that tasks are not carried out on time and are slow in completing assigned tasks.

In addition, village officials must carry out their responsibilities in accordance with the tasks assigned, so that the obstacles they face can be controlled as soon as possible. Even the disloyalty of the village officials made the coordination that was built ineffective in carrying out their duties. For the purposes of communication, it is expected to be able to control communication that has not been going well

so far. The Kotaraja village head is expected to be able to encourage good cooperation in accordance with the tasks that have been carried out vertically in the Kotaraja Village Government.

In the interaction that is carried out it is very necessary in the implementation of services. Apart from that, the duties and authorities of each village official are adjusted to the policy, it's just that there is a lack of awareness of the village officials. Making the Kotaraja village head assessed in carrying out tasks according to needs in comparison to the needs of the cooperation carried out must have a positive impact on the community.

Apart from that, with cooperation within the village government through the village head and village apparatus, it is very necessary to work together so that there is no need to compare with other village officials. Where indeed without the encouragement of cooperation it will directly impact the Kotaraja village government.

The coordination built by the Kotaraja Village Head must be in accordance with the desired organizational goals. If there are no organizational goals that are not carried out, the handling of communication problems will have an impact on the RKPDEs or APBDEs. Another impact is that the community responds poorly. Good coordination is not impossible to have an impact on the duties of the Village Head must be able to be appreciated and carried

out. So that the harmony in carrying out task coordination has not gone well.

Coordination so far must be in accordance with the system built in coordination with the village head of Kotaraja. So that there are still village officials who are disloyal to the Kotaraja Village Head, they will be subject to several sanctions internally. Coordination that has been built by the Kotaraja Village Head with village officials so far requires harmony regarding the tasks assigned. Where the method is not perfect because there are still misunderstandings to miscommunication which causes unwanted problems in the Kotaraja Village Government. The harmony that is carried out in task coordination requires opinions in the form of suggestions submitted by village officials in building task coordination in the Kotaraja Village government. The harmony that is built must be aligned with the coordination of tasks which are indeed the duties and responsibilities of each. Where there is a need for support and mutual respect between the Kotaraja Village Head and village officials.

The form of harmony between village officials and the Kotaraja Village Head must be strengthened by awareness in the implementation of village government in Kotaraja. There are even village officials who are not yet loyal to the Kotaraja Village Head in carrying out the communication of the tasks being carried out. So it is very necessary to have an understanding of the duties and functions carried out in

accordance with their duties. Lack of awareness of aparay makes actions that are merely trying to build and overcome problems to be faced. Actions to be taken must be in accordance with the goals of the organization and must be handled jointly. Apart from that, efforts must be made to ensure that every week there is a performance evaluation from the village head to the Kotaraja village officials.

The Effectiveness of the Horizontal Coordination System in Kotaraja Village Government

Horizontal coordination (*Horizontal Coordinatori*) in the Kotaraja Village Government and BPD is carried out by carrying out coordination and actions or activities in unification and direction so that they are faced in villages at the organizational level (village officials). Horizontal coordination in the Kotaraja Village Government through the Village Head and BPD to carry out coordination in the framework of village government policies, with actions taken through forms and creating discipline at the BPD even horizontal coordination is relatively very difficult to implement so coordination will not get sanctions on the Kotaraja Village head and BPDs.

Where the results of research related to the effectiveness of coordination in carrying out tasks (1) aspects of different orientations to achieve goals (2) aspects of delays and cancellations based on activities (3) aspects of harmonious cooperation [4] . So that the aspects that must be fulfilled can be

accommodated in the coordination theory effectively.

Horizontal coordination between the Village Head and the BPD in the Kotaraja Village Government is a form of coordination carried out in the form of village actions or activities carried out by aligning perceptions in supporting community aspirations according to the vision and mission goals of village development. Even some of the responsibilities of the Kotaraja Village Head with the BPD for needs carried out within the scope of the Kotaraja Village Government. The intended form is that the village head is obliged to properly carry out the Village Deliberation between the Village Head and the BPD to approve the Kotaraja village development plan.

To strengthen coordination between the two, it turns out that the existence of authority and responsibility has not gone well. This is because there are still many differences of opinion between the BPD and the Kotaraja Village Head. So that in village meetings between the BPD and the Village Head in implementing the exchange of opinions in forming conclusions it must be carried out in various activities in Kotaraja Village.

So that with good cooperation it is very necessary to implement and build communication between the PD and the Village Head must sit together to discuss the Kotaraja village development plan. The BPD can accommodate aspirations from the community and is obliged to convey them to

the village head so that in the Dusun and Village Deliberations they can be discussed and implemented until realized in the current year.

Obstacles implemented through the coordination of BPD and Village Head tasks so that it does not go well such as village planning will fall apart and will not go according to the village plan. Even the BPD in carrying out communications sometimes does not provide clear information in accordance with the needs of services to the community. So that there must be a clear concept in horizontal coordination between the BPD and the Village Head to carry out their duties, even when tasks are found that are not carried out so that there are many unexpected village activities. So that sometimes concepts that cannot be carried out or are neglected. The Village Head to the BPD still lacks a sense of responsibility in their duties.

For this reason, the horizontal coordination that is built between the Kotaraja Village Head and the BPD in achieving organizational goals must be in accordance with the needs of the community. So that the resulting coordination has not been maximized. In fact, because of differences in opinions and thoughts, there were indeed difficulties in implementing village planning activities. Community involvement must be invited to communicate when invited to meetings sometimes but it turns out that sometimes the community is found never to attend.

So that the hamlet heads and village heads and the BPD in carrying out the deliberations did not go well. With the existence of a coordination system in line with the BPD and the Village Head according to awareness in carrying out task coordination, it's just that it's not optimal. Even the BPD and the Village Head are still too busy with work outside the office . Even the BPD and the Head of Kotaraja Village find it difficult to understand their duties and their respective roles. The concrete steps that must be taken by the BPD and the Village Head in building coordination in order to achieve organizational goals together are by way of deliberation in carrying out the development that will be carried out. BPD must always supervise what is carried out by the village head so that the implementation of activities in the village can be controlled properly.

CONCLUSION

Based on the results of the research and discussion on the explanation in the previous chapter , the authors conclude as follows:

1. The vertical coordination system that was built between the village head and village officials has not gone well, due to a lot of pressure and various conditions that are not in accordance with village development plans so that the community gives an unfavorable impression.
2. The horizontal coordination system that was built between the village head and the Kotaraja Village BPD has not

worked properly in carrying out task coordination but has not been effective, because the BPD sometimes does not receive clear information regarding the Koataraja village development plan.

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