

The Role of the Village Secretary in the Management of Village Government Programs in Sukamulya Village, Cikeusik District, Pandeglang Regency

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Abstract

This research is motivated by the crucial role of the Village Secretary in supporting village governance, particularly in the management of village government programs. The Village Secretary is tasked with assisting the Village Head in areas such as administrative governance, planning, program coordination, and the preparation of accountability reports. This study employs a qualitative research method with a descriptive approach. Data collection techniques included observation, interviews, and document analysis. Research informants – selected using purposive sampling – included the Village Head, the Village Secretary, village officials, the Head of the Village Consultative Body (BPD), and community leaders. The findings indicate that the Village Secretary's role in managing village government programs in Sukamulya Village, Cikeusik District, Pandeglang Regency, has been performed effectively. The Village Secretary plays a key role in assisting the Village Head with administrative governance, coordinating village officials, preparing planning and reporting documents, and supporting the implementation of village government programs. Factors facilitating this role include strong cooperation among village officials, support from the Village Head, effective communication, community participation, and orderly administration. Conversely, obstacles encountered include a heavy administrative workload, limited human resources, regulatory changes, and suboptimal community participation across the various stages of village government program management.

Keywords: Role of Village Secretary, Village Government Program Management, Village Governance

Introduction

National development is essentially a continuous effort undertaken by the government in collaboration with the community to realize general welfare, intellectually advance the nation, and establish social justice for all citizens (Yorisca, 2020). In this context, villages hold a highly strategic position as the frontline units of governance that interact directly with the community. The success of national development is heavily dependent on the success of development at the village level, given that the majority of Indonesia's territory consists of rural areas characterized by diverse social, economic, and cultural traits (Yusrie et al., 2021).

Law Number 6 of 2014 concerning Villages marked a major paradigm shift in Indonesia's governance system by positioning the village as an active subject of

development rather than merely an administrative object. Through this regulation, villages are granted broad, autonomous authority to manage local community interests based on their customary origins and village-scale local authority (Hidayat, 2024). This new approach enables the community and village government to independently handle development planning, implementation, and oversight. Consequently, this policy strengthens local sovereignty in identifying regional potential and resolving real-world issues swiftly, accurately, and in alignment with the local community's cultural characteristics (Anwar, 2015).

This significant authority requires village governments to conduct administration in a professional, transparent, accountable, and participatory manner. With fiscal support provided through the Village Fund, village officials must possess strong competencies in financial management, the procurement of goods and services, and the formulation of the Village Medium-Term Development Plan (RPJMDes) (Amin, 2023). Transparency and accountability serve as key pillars for preventing budget misappropriation and building public trust. Therefore, active community involvement through village deliberations (*Musdes*) is crucial to ensuring that planned programs genuinely address economic empowerment and the sustainable improvement of residents' quality of life (Abidin, 2015). Within the village government organizational structure, the Village Secretary plays a crucial role. The Village Secretary serves as a staff member who assists the Village Head with government administration (Hahury, 2020). They are responsible for managing general, population, and financial administration, as well as preparing reports and documentation regarding village government activities. Given this position, the Village Secretary plays a central role in ensuring the smooth management of village government programs (Heryanto, 2021).

The role of the Village Secretary is not limited to purely administrative tasks; it also encompasses coordination and management functions that support the implementation of village government programs (Tarigan et al., 2017). The Village Secretary is responsible for preparing planning documents, coordinating village officials, ensuring the completeness of program administration, and assisting the Village Head in drafting accountability reports. Consequently, the quality of the Village Secretary's performance significantly influences the effectiveness of village government program management (Amane et al., 2023).

Preliminary observations indicate that the management of village government programs in Sukamulya Village still faces several challenges, particularly regarding administration and coordination. This highlights the Village Secretary's role—as the manager of village government administration—as a critical factor in the successful implementation of these programs. However, the extent to which this role is being fulfilled and the specific obstacles encountered require systematic and in-depth analysis.

The concept of "role" is a significant theory in social science and public administration, used to understand an individual's behavior, functions, and responsibilities within a social structure or organization (Biddle, 1986). Role theory is closely linked to an individual's status or position, as the role represents the dynamic aspect of that position. In other words, when an individual exercises their rights and fulfills their obligations in accordance with their position, they are performing their role (Turner, 2001).

According to Soerjono Soekanto (2017), a role is the dynamic aspect of a position; when an individual carries out the rights and obligations associated with their position, they are performing a role. A role encompasses the set of behaviors expected by society or an organization from the person occupying a specific position. Thus, a role relates not only to what an individual must do but also to how they are expected to act in accordance with prevailing norms and regulations (Harnisch, 2011).

In the context of government organizations, roles are crucial because every official has duties, authority, and responsibilities defined by statutory regulations (Loi & Buulolo, 2022). The role of a government official is defined not only by their formal title but also by their contribution to executing functions related to governance, development, and public service (Agusta & Jaya, 2017). Consequently, understanding the role of government officials serves as a basis for evaluating the effectiveness of their performance and the execution of their duties. This study focuses on the role of the Village Secretary in managing village government programs in Sukamulya Village, Cikeusik District, Pandeglang Regency. The objective of the study is to determine the role of the Village Secretary in the management of village government programs in Sukamulya Village, Cikeusik District, Pandeglang Regency.

Method

For this study, the author adopts a qualitative research approach. This choice allows for a focused writing process that relies on descriptive data. The descriptive research model aims to provide a systematic, factual, and accurate overview of the phenomenon under investigation. Data collection techniques employed in this study include interviews, observation, and document analysis. Data sources – referred to as research subjects or informants – assist the researcher in gathering the necessary data to answer the research questions (Sugiyono, 2019). Data sources were selected from the pool of informants using a purposive sampling technique. Ensuring data validity (trustworthiness) required specific verification techniques. These techniques were applied based on criteria aligned with the naturalistic inquiry research method – specifically, the criterion of credibility. This criterion serves two purposes: first, to conduct the inquiry in a manner that ensures a high level of confidence in the findings; and second, to clearly demonstrate the credibility of the findings through evidence linking the researcher's results to the multiple realities being studied.

Result and Discussion

Sukamulya Village is located in Cikeusik District, Pandeglang Regency, Banten Province. Originally, the area evolved from a settlement inhabited primarily by farmers and plantation workers. As the population grew and the community's socio-economic life developed, the area was designated as an administrative village within the Cikeusik District government.

Qualitative research – utilizing direct observation, in-depth interviews, and document analysis – has provided a comprehensive picture of the bureaucratic role at the grassroots level. The findings confirm that the Village Secretary plays a pivotal role in the successful management of various village government programs. Acting as the driving force of the bureaucracy, the Village Secretary's role has shifted beyond mere clerical duties to a strategic managerial position that determines the efficiency and effectiveness of public policy implementation at the village level.

In this context, the Village Secretary's primary duties are rooted in maintaining orderly and legally compliant village government administration. Organizing archives, managing correspondence, and maintaining village inventory records serve as the foundational steps before any internal or external program is executed. This administrative orderliness, managed by the Village Secretary, acts as the village's primary safeguard during formal audits conducted by district or regency authorities.

This point was underscored by the Village Secretary during an interview in his office:

"Administrative work isn't just about typing letters or filing documents in a cabinet. For us, administrative order is the key to legality. If the initial administrative documentation is disorganized, the disbursement of funds for village programs will inevitably be delayed, and all community activities could come to a standstill."

Beyond administrative functions, the Village Secretary also serves as a key conduit for vertical and horizontal coordination. Vertically, the Village Secretary bridges the gap by relaying instructions from the Village Head to the Heads of Affairs (Kaur) and Heads of Sections (Kasi). At the horizontal level, the Village Secretary ensures that the distribution of workloads among village officials proceeds harmoniously, without any overlap of authority. This solid internal alignment is crucial for ensuring that all village components move toward the same development goals.

The Head of the Village Welfare Section offered testimony regarding this coordination pattern:

"Whenever there is a social assistance program or a physical infrastructure project from the central government, the Village Secretary is the first to gather us all to allocate tasks. Without his clear coordination and direction, those of us in the field often struggle to determine work priorities, as instructions from above sometimes arrive very suddenly."

Another critical responsibility lies in the planning phase, where the Village Secretary acts as the head of the team drafting village planning documents. Vital documents – such as the Village Medium-Term Development Plan (RPJMDes) and the Village Government Work Plan (RKPDDes) – fall under the Village Secretary's direct supervision. Data accuracy and the alignment of residents' aspirations with higher-level regulations depend heavily on the Secretary's meticulousness in formulating these planning documents.

Regarding this crucial process, the Village Head explained the role of his right-hand man:

"I rely heavily on the Village Secretary to translate my political vision and mission into the formal RKPDDes document. He is the one who understands the standard rules for drafting and budgeting. This ensures that proposals made by the community during village deliberations can be integrated into the regency-level system without violating applicable laws."

However, alongside these significant contributions, research findings also highlight several critical areas requiring immediate improvement. A major obstacle frequently encountered in the field is weak inter-institutional coordination – specifically regarding working relationships between the village government and the Village Consultative Body (BPD), as well as Village Community Institutions (LKD) such as RT (Neighborhood Associations), RW (Hamlet Associations), and PKK (Family Welfare Empowerment groups). Sectoral ego and a lack of regular

coordination meetings mean that instances of miscommunication frequently arise during program implementation.

A complaint regarding this communication gap was voiced by a Village Consultative Body (BPD) chairperson during an interview:

"While the administrative documentation is indeed orderly, there is a significant lack of coordination—whether formal or informal—with us outside of the Village Deliberation meetings (Musdes). Sometimes, we only learn of technical changes in the field after a program has already been underway for half a day. Moving forward, we hope the Village Secretary will be more proactive in opening avenues for regular discussion."

The final crucial aspect identified in this study's evaluation is the urgent need to improve the system for disseminating information to the public. In this era of public information openness, accountability is no longer merely a matter of reporting upward (to the Village Head and Sub-district Head); it must also be presented downward (to the residents). The use of digital notice boards and village social media channels, alongside budget transparency that is easily accessible to citizens, is essential for fully realizing the principles of effective, transparent, and participatory village governance.

The analysis of the Village Secretary's role in managing village government programs is conducted comprehensively, drawing upon the role theory proposed by Soerjono Soekanto. According to Soekanto, a role is the dynamic aspect of a position or social status inherent to an individual. When a Village Secretary exercises their constitutional rights and bureaucratic obligations in accordance with their official mandate, they are effectively actualizing that role. In the context of village governance, the Village Secretary's role is inseparable from their status as a civil servant—specifically, the highest-ranking technical official subordinate to the Village Head—where their actions serve as a benchmark for the stability of governance operations at the grassroots level.

The execution of this role can be examined in depth through four interconnected indicators within the village organizational structure. The first indicator focuses on norms associated with the position, requiring that all actions taken by the Village Secretary remain strictly within the framework of written laws, such as the Village Law and its derivative regulations. The second indicator concerns the scope of an individual's actions within the organization, representing the creative space and managerial capacity of the Village Secretary in translating strategic vision into tactical work programs. These initial two indicators serve as a formal framework that both constrains and guides the Village Secretary's authority, ensuring that efforts remain aligned with achieving organizational goals in a legal and measurable manner. Meanwhile, the subsequent two indicators address dimensions of social interaction and institutional expectations within the community.

The third indicator emphasizes individual behaviors crucial to the social structure; here, the coordination and communication functions performed by the Village Secretary act as the glue binding the macro-level relationships among village officials, community institutions, and residents. Finally, the fourth indicator highlights the role—defined as the set of behaviors expected of an individual based on their position. These collective expectations require the Village Secretary to be more than just a rigid administrator; they must also be a professional figure who is

responsive and transparent, and who serves as a role model in realizing clean and accountable village governance.

Research findings from Sukamulya Village demonstrate the Village Secretary's commitment to consistently fulfilling all core duties and functions. The village-level bureaucracy operates in alignment with established regulations governing regional and village governance. The Village Secretary does not merely act as a passive administrative executor but serves as a primary driving force, ensuring that all aspects of village governance possess strong legal standing and are fully accountable.

Adherence to the norms of the office is clearly reflected in the Village Secretary's active involvement in every crucial phase of development—ranging from the drafting of strategic planning documents (such as the Village Government Work Plan/RKPDDes) and the maintenance of orderly financial administration, to the management of internal correspondence and the preparation of final reports on government program implementation. The Village Secretary's technical presence in these processes ensures that no village work program operates outside the prevailing legal framework.

The successful fulfillment of these responsibilities serves as empirical evidence that the Village Secretary of Sukamulya Village has effectively balanced their rights and obligations. Every official action taken is grounded in the boundaries and directives inherent to the norms of the position. Through consistent performance, the Village Secretary minimizes the risk of procedural errors that could otherwise hinder physical development or community empowerment initiatives in the area.

Consequently, the assessment of indicators regarding role-based norms has yielded excellent results. All daily activities and technical policies initiated by the Sukamulya Village Secretary strictly align with the core duties and functions established within the village governance system. This positive achievement establishes a solid foundation for the long-term stability of the village institution's bureaucratic governance.

According to Soerjono Soekanto, the concept of a "role" extends beyond mere compliance with formal regulations; it is inextricably linked to the tangible actions an individual takes in accordance with their organizational position. Within the village governance ecosystem, the Village Secretary is expected to look beyond conventional administrative tasks—such as desk-bound paperwork—and embrace a dynamic role as a key coordinator. This position bridges the Village Head's strategic vision with the technical operations carried out by the village staff during the implementation of government programs. Field research findings indicate that the Village Secretary has successfully demonstrated this active role through a series of tactical actions that directly impact the organization's operational rhythm. These tangible actions are evidenced by the Secretary's consistency in coordinating the Heads of Affairs (Kaur) and Heads of Sections (Kasi), preparing necessary administrative documentation prior to program commencement, and precisely scheduling activity implementation. Such managerial measures ensure that all components of the village administration operate in unison, preventing time loss caused by ambiguous role allocation in the field.

Beyond internal management, the effectiveness of the Village Secretary's actions is also reflected in their ability to establish responsive communication channels with various external parties involved in village government programs—ranging

from supra-village agencies at the sub-district level and village community organizations to third-party technical implementers of development projects. This communicative acumen serves as a key factor in overcoming bureaucratic hurdles, allowing potential conflicts of interest or stakeholder misunderstandings to be mitigated at an early stage to ensure the smooth execution of the village's agenda.

Such comprehensive leadership and managerial capabilities significantly facilitate the work of other village officials in executing their respective duties. With organized work schemes, well-structured schedules, and ready-to-use documentation, section heads and hamlet heads can perform their roles with greater confidence and assurance. Consequently, the implementation of village government programs in Sukamulya Village proceeds in a far more focused and efficient manner, successfully meeting mutually agreed-upon targets.

An in-depth analysis of the situation on the ground reveals that the Village Secretary has successfully fulfilled a dual role: serving as both the administrator and the primary coordinator within the village government organization. The harmonization of these functions demonstrates that the Village Secretary is not merely a custodian of formal documents but acts as a conductor orchestrating the work rhythm of the entire village apparatus. The ability to balance regulatory compliance with flexible operational coordination is the key factor behind the successful execution of various public policies at the local level.

This role configuration provides both theoretical and practical confirmation that the position of Village Secretary is no longer merely passive or confined to routine clerical tasks. The role is strategically pivotal in shaping the direction and dynamics of governance at the grassroots level. As the first point of policy review, the Village Secretary determines whether the development vision formulated by the Village Head can be translated into concrete actions that are legal, measurable, and free from the risk of legal violations by the technical staff responsible for implementation.

Ultimately, the effectiveness of village government program management hinges on the Village Secretary's ability to sustain this level of managerial performance. This strategic position is crucial for ensuring bureaucratic stability, as solid coordination among village officials directly correlates with the successful targeting and achievement of development program goals. By positioning the Village Secretary as the driving force of the organization, the village government is able not only to meet physical targets but also to successfully establish a village governance system that is responsive, high-performing, and accountable in the eyes of the community.

Conclusion

Overall, the Village Secretary has performed effectively in managing village government programs in Sukamulya Village, Cikeusik District, Pandeglang Regency, by optimally fulfilling their core duties and functions. This performance is evidenced by the Secretary's active contribution in assisting the Village Head to maintain orderly administrative governance, formulate short- and medium-term planning documents, prepare periodic reports, and coordinate the village staff. Applying Soerjono Soekanto's role theory, the Village Secretary has successfully harmonized the dynamic aspects of their position through strict adherence to professional norms, solid execution of managerial coordination, work behaviors that support the organizational

structure, and the fulfillment of duties in alignment with the collective expectations attached to the role. Although a robust internal bureaucratic foundation has been established, research findings indicate that the village government must not become complacent, as there remains room for improvement regarding external aspects. Moving forward, it is crucial to enhance the quality of inter-institutional coordination and optimize public information dissemination strategies to ensure greater transparency and accessibility for local residents. By strengthening these communication links and utilizing inclusive digital information channels, the implementation of development and community empowerment programs in Sukamulya Village is expected to become far more effective and accountable, while fostering sustained active participation from the community.

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