

The Duties of the Sub-district Head Regarding the Guidance and Supervision of Village Government Administration in Cikeusik Sub-district, Pandeglang Regency

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Abstract

Government Regulation No. 43 of 2014 concerning the Implementing Regulations of Law No. 6 on Villages (Article 154) outlines the Camat (Sub-district Head)'s duty to provide guidance and supervision regarding the administration of village governance. To further reinforce this duty, Government Regulation No. 17 of 2018 concerning Sub-districts was issued; Article 10, letter (g), reiterates the camat's responsibility to guide and oversee village governance administration. Issues have arisen in Cikeusik Sub-district where many villages lack the capacity to effectively administer village governance, resulting in delays to the evaluations conducted by the local government. This is significant because reports on village governance administration must include details on the previous year's operations, plans for the remaining five-month term, achievements, and areas requiring improvement. This study employs a qualitative research method. The findings indicate that while the Cikeusik Camat has carried out their duties, the performance has not been optimal. This is due to an excessive workload, making it difficult for the Camat to provide adequate guidance and supervision for village governance in the area. The situation is exacerbated by the large number of villages (fourteen) and challenging geographical conditions—including distance—which hinder the Camat's ability to conduct guidance and supervision. Additional obstacles include many village heads disregarding the Camat's directives and a lack of competence among village officials, which slows down the comprehension of guidance provided by the Camat or relevant agencies.

Keywords: Duties, Sub-district Head (Camat), Guidance, Supervision, Governance, Village

Introduction

Guidance in the administration of village government is a crucial instrument for achieving effective, accountable, and professional village governance (Putra, 2017). Continuous guidance aims to enhance the capacity of village officials—regarding their knowledge, skills, and work attitudes—enabling them to perform their governmental duties and functions optimally. Effective guidance is expected to foster a village administration that is efficient and disciplined, and capable of delivering high-quality public services to the community (Ali & Saputra, 2020).

Within the local government system, the sub-district head (camat) plays a strategic role as a regional official responsible for exercising a portion of the regent's or mayor's authority, including providing guidance and supervision for village government administration within their jurisdiction (Supriatna, 2020). This role is vital given that the sub-district serves as a link between the regency government and the village government. Consequently, the effectiveness of the guidance provided by the sub-district head directly influences the quality of village government administration (Masnun, 2024).

According to Sumaryadi (cited in Rahyunir & Maulidah, 2015), government is essentially an organization vested with the authority to create, enact, and enforce laws and

regulations within a specific territory. Meanwhile, Sedarmayanti (2007) distinguishes between the concept of "government"—referring to the institution or organization that administers governance—and "governance," which refers to the processes, activities, or practices of administration involving various stakeholders. These concepts demonstrate that successful governance is determined not only by organizational structure but also by the effective execution of guidance, coordination, and supervisory functions.

According to Rose (2000), "government" is defined as the institution or body authorized to administer governance at the national, state, or local level, in accordance with the prevailing constitutional system. Conversely, "governance" is understood as the process or activity of administering government, involving the execution of governmental functions in a manner that is effective, transparent, accountable, and participatory. Thus, the concept of "government" emphasizes institutional aspects as the executors of governmental power, whereas "governance" focuses on mechanisms, processes, and management systems aimed at delivering quality public services and ensuring community welfare (Peltzman, 1980).

In the context of local government, the **kecamatan** (district) serves as a regional government unit holding a strategic position as a liaison between the regency/city government and village or **kelurahan** (urban village) administrations. The district administration is led by a *camat* (district head), who reports to the regent or mayor through the regional secretary (Nurdin et al., 2014). As a regional government unit, the district functions not merely as an administrative entity but also as a coordinating body for governance, development implementation, community development, and public service delivery. This position places the district at the forefront of ensuring that local government policies are effectively implemented down to the village level (Arsjad, 2018).

The role of the district head is increasingly significant due to the delegation of specific authorities from the regent or mayor to manage governmental affairs within the district. This delegation encompasses functions such as coordination, guidance, supervision, facilitation, and evaluation regarding village governance (Sapri et al., 2019). In carrying out guidance functions, the district head is expected to enhance the capacity of village officials through direction, mentoring, supervision, and support, ensuring that village governance operates in compliance with statutory regulations and principles of good governance. Consequently, the effectiveness of the district head's guidance role is a crucial factor determining the quality of village governance and the success of public service delivery to the community (Ade et al., 2013).

However, empirical conditions in Cikeusik District, Pandeglang Regency, indicate that the guidance provided for village government administration has not yet been implemented optimally. The guidance conducted by the District Head still faces various obstacles, preventing the full enhancement of village officials' capacity. Consequently, the execution of village government duties and functions in certain aspects does not fully align with the principles of good governance. This situation suggests that the exercise of the District Head's authority to provide guidance to village government administrators requires strengthening, particularly regarding the planning, implementation, and evaluation of such guidance.

Based on this situation, this study aims to: (1) analyze the District Head's performance of duties in providing guidance for village government administration in Cikeusik District, Pandeglang Regency; and (2) analyze the factors hindering the District Head in carrying out these guidance duties. The findings of this study are expected to contribute to the field of public administration—specifically regarding village government guidance—and serve as input for the local government to improve the effectiveness of guidance provided for village government administration.

Method

This study employs a descriptive method with a qualitative approach to obtain an objective, systematic, and in-depth overview of the District Head's (camat) duties regarding the guidance and supervision of village governance in Cikeusik District, Pandeglang Regency. A qualitative approach was selected for its ability to explain phenomena based on actual field conditions through data collection and interpretation (Sugiyono, 2016). Research data were obtained from primary sources—specifically, in-depth interviews with informants—and secondary sources, such as documents, laws and regulations, and relevant literature. Informants were selected using a purposive sampling method, distinguishing between "key informants" (individuals possessing primary knowledge regarding the research focus) and "supporting informants" (those providing supplementary information). Data analysis was conducted interactively following the Miles and Huberman model, comprising data reduction, data display, and conclusion drawing/verification. The analysis process spanned the period from pre-data collection and fieldwork through to the study's completion, ensuring continuous analysis of the data obtained. Through these stages, the study aims to provide a comprehensive picture of how the District Head carries out duties related to the guidance and supervision of village governance, as well as the factors influencing this implementation.

Result and Discussion

The guidance provided by the camat (Sub-district Head) regarding village governance is grounded in a clear legal basis: Government Regulation Number 19 of 2008 concerning Sub-districts, which was subsequently updated by Government Regulation Number 17 of 2018 concerning Sub-districts. These regulations authorize the camat to provide guidance and supervision for village governance as part of the delegation of certain governmental affairs by the Regent or Mayor. Such guidance aims to enhance the capacity of village officials, strengthen governance, and ensure that village administration operates in compliance with statutory regulations.

In practice, the guidance provided by the Camat takes the form of various activities, such as technical guidance, supervision, facilitation, consultation, and the evaluation of issues faced by the village government. The camat also plays a role in disseminating information on regulatory changes, guiding village administrative processes, facilitating the drafting of village development planning documents to ensure alignment with local government policies, and providing assistance in the preparation of village financial reports. These forms of guidance are expected to improve the competence of village officials, thereby making governance more effective, administratively orderly, transparent, and accountable.

Although the camat has the authority to provide guidance to the village government, the relationship between the sub-district and the village is not hierarchical—that is, it is not a superior-subordinate relationship. Instead, the relationship is coordinative, consultative, and facilitative in nature, as mandated by legislation. Consequently, the camat acts as a facilitator who provides direction, support, and solutions for issues faced by the village government, without infringing upon the village's autonomous authority to manage its own affairs and serve its community's interests. This type of relationship is expected to foster synergy between the sub-district and village governments, leading to effective, public-service-oriented village governance.

Research findings indicate that the execution of the Camat's duties in providing guidance for village governance in Cikeusik Sub-district has not yet proceeded optimally. This situation is influenced by various factors spanning regulatory, institutional, and geographical aspects, as well as human resource considerations. These obstacles have hindered the optimization of guidance provided to all village governments within the Cikeusik District.

The first factor is the lack of detailed technical regulations regarding the implementation of guidance. Although Government Regulation Number 17 of 2018 concerning Districts empowers the District Head (Camat) to provide guidance on village governance, the regulation does not specify operational standards, the frequency of guidance, or the mechanisms for periodic evaluation. Consequently, the delivery of guidance relies heavily on the District Head's policy or discretion, based on conditions and needs in the field. This results in a lack of a consistently scheduled pattern for guidance, leading to disparities in the intensity of guidance provided across different villages.

The second factor is the heavy workload borne by the District Head as the administrator of government affairs at the district level. In addition to providing guidance and supervision to village governments, the District Head is responsible for coordinating governance, public services, development, public peace and order, and various government affairs delegated by the Regent. The sheer volume of administrative tasks limits the time and attention the District Head can devote to providing direct guidance to village governments. As a result, guidance is often provided only when specific problems arise or during incidental activities.

The third factor relates to the geographical conditions and vast territory of the Cikeusik District. The district oversees 14 villages spread across a wide area, including several locations that are relatively difficult to access. Challenging geographical features separate parts of the territory, requiring significant travel time from the district office to certain villages. These conditions pose an obstacle to routine guidance, as the process demands greater financial resources, time, and effort. Consequently, it has not been possible to ensure an even distribution of guidance visits across all villages.

Beyond institutional and geographical factors, the success of guidance and supervision efforts is also influenced by the attitude and commitment of village governments. Research findings indicate that some village heads have yet to demonstrate a proactive approach in communicating and consulting with the sub-district administration regarding various issues related to village governance. This lack of coordination means that administrative problems and challenges in program implementation often fail to receive timely guidance or solutions from the sub-district level. Yet, the relationship between the sub-district head (Camat) and the village government is inherently coordinative and consultative; thus, successful guidance requires active participation from both parties.

Given these obstacles, efforts are needed to enhance the effectiveness of the guidance provided by the sub-district head. Such measures include developing more detailed technical guidelines for guidance, scheduling regular supervision sessions, optimizing information technology for coordination and consultation, and strengthening the village government's commitment to communicating with the sub-district administration. Through synergy among the regency, sub-district, and village governments, it is hoped that guidance activities will become more effective, thereby improving the quality of village governance, administrative management, and public services for the community.

Another obstacle to the effective guidance of village governance in Cikeusik Sub-district is the limited competence of village officials. The quality of these officials is a critical determinant of successful governance, as administrative processes, public services, development planning, and financial management all rely on their ability to perform their duties in accordance with applicable regulations. Consequently, enhancing the capacity of human resources is a vital prerequisite for achieving professional village governance.

Research results reveal that some village heads and officials lack the competence required for their specific roles and responsibilities. This situation stems from the diverse educational backgrounds and work experiences of the officials, not all of which are relevant to government administration. As a result, their understanding of regulations, administrative management, and village governance mechanisms remains relatively limited, necessitating

more intensive guidance from the sub-district government. The limited competence of village officials impacts various aspects of governance. One of the most visible consequences is the slow pace of adapting to regulatory changes issued by either central or regional governments. Village officials require more time to comprehend new provisions, often resulting in suboptimal policy implementation at the village level. Consequently, administrative operations frequently fail to fully meet established standards.

Competence-related issues are also evident in the delivery of public services. Residents continue to voice complaints regarding slow administrative processing, a result of officials' limited ability to effectively manage documents and provide services. Furthermore, the limited capacity of these officials affects the quality of village administration—particularly regarding the preparation of planning documents, record-keeping, and the management of village governance data, which remain inadequately organized.

Another significant impact is the delay in preparing and submitting village financial accountability reports to the sub-district administration. Preparing financial reports requires an understanding of the village financial management system, transaction recording, and the compilation of accountability documents in accordance with statutory regulations. When the competence of village officials is low, the reporting process slows down and is prone to administrative errors, which can hinder evaluation processes and the disbursement of budgets for the subsequent period.

To address these issues, the sub-district government routinely conducts various activities to provide guidance and enhance the capacity of village officials. One such effort involves organizing annual technical training in coordination with relevant regional government agencies at the regency level. This training covers village government administration, financial report preparation, bookkeeping, the drafting of planning documents, and understanding regulatory changes. The program aims to improve the knowledge and skills of village officials, enabling them to perform their duties more professionally.

On the other hand, enhancing the competence of village officials is not solely the responsibility of the sub-district government. Village heads must also demonstrate a commitment to developing human resource capacity within the village government. One measure they can take is allocating budget funds through the Village Budget (APBDes) to support education, training, technical guidance, and other competency development activities. By innovatively utilizing their authority over the APBDes, village governments can sustainably improve the quality of their officials without relying entirely on guidance programs from the sub-district government.

Beyond the roles of the sub-district head and the village government, enhancing the capacity of village officials also requires support from various stakeholders. Village Facilitators—as stipulated in the Regulation of the Minister of Villages, Disadvantaged Regions, and Transmigration Number 3 of 2025—play a crucial role in providing assistance, consultation, and capacity building for village governments regarding governance, development, community empowerment, and village financial management. Synergy among the regency government, sub-district government, village government, and Village Facilitators is expected to create a more effective guidance system, ensuring the continuous improvement of village officials' competence and fostering village governance that is professional, transparent, accountable, and service-oriented.

Conclusion

Based on the research findings, it can be concluded that the guidance provided by the Sub-district Head (Camat) regarding village governance in Cikeusik Sub-district has not yet yielded significant improvements in the quality of village governance. This is evidenced by the persistence of recurring issues, particularly delays in submitting reports on governance and

village financial management to the sub-district authorities. Such conditions indicate that the guidance provided has not fully succeeded in enhancing the capacity of village officials to perform administrative duties, understand relevant laws and regulations, and ensure village governance that is effective, administratively orderly, transparent, and accountable.

Furthermore, the Sub-district Head faces various obstacles in providing guidance for village governance, primarily due to the heavy workload and responsibilities inherent in their role as a regional government official. A wide range of functions—including coordination, public service delivery, governance, development, and other administrative tasks—limits the time and attention the Sub-district Head can devote to direct guidance and supervision. Consequently, the intensity of guidance provided to village governments has not been optimal or continuous. Therefore, support is needed in the form of strengthened guidance mechanisms, more effective task allocation, and improved coordination among the regency, sub-district, and village governments to ensure that guidance efforts are maximized and effectively enhance the quality of village governance.

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