

PERFORMANCE EVALUATION OF DIGITAL VILLAGE ASSISTANCE IN PUNGGUL VILLAGE, BADUNG DISTRICT, BALI PROVINCE

Mulyadin Malik, Burhanuddin Tola, Wibowo

mulyadinmalik_7647121258@mhs.unj.ac.id

Jakarta State University

ABSTRAK

The purpose of this study was to evaluate the performance of village assistance, especially in digital villages, namely in Punggul Village along with strengthening the role of village development. The birth of Law Number 6 of 2014 brings great hope for village development by strengthening the concept of independence and budget allocation to be managed by villages. The government prepares village assistance staff to transfer understanding and assist villages regarding the new paradigm of the Village Law. However, in reality village assistance has not been optimal. The findings from this study confirm a number of weaknesses in the human resources of village assistants, including their lack of knowledge and understanding of village digitalization. Even though they were assigned to assist a digital village, namely Punggul Village, Badung Regency, Bali Province. This happens because the HR management of village assistants is not designed according to the needs and characteristics of a digital village. Thus this study recommends a special digital village assistance model that departs from an asymmetrical policy in village assistant management that is tailored to the needs and character of the digital village so that it can work optimally in assisting digital villages. The research also recommends the importance of increasing the number of village assistant human resources, increasing welfare, and developing competencies according to the needs of village assistance. This research is an evaluation research using a qualitative approach. The evaluation model used is Kirkpatrick's evaluation model, where evaluation is carried out in stages at each level, namely the reaction level, learning level, behavior level, and outcome level.

Keywords: Village, Digital Village, Village Assistance, Kirkpatrick Evaluation

INTRODUCTION

The birth of Law Number 6 of 2014 concerning Villages has a significant impact on the recognition of the status and position of the village as a subject in development. Many building opportunities are provided to villages in the form of budget allocations through the Village Fund (Dana Desa/DD) and Village Fund Allocation (Alokasi Dana Desa/ADD). However, the ability to manage development at the village level is still very limited, especially in terms of human resources. Realizing this, the government provides facilities in the form of village assistants to support development programs in the village. Based on the Regulation of the Minister of Villages, Development of Disadvantaged Areas and Transmigration Number 18 of 2019 concerning General Guidelines for Village Community Assistance, village community assistance is an activity to empower Village Communities through assistance, organization, direction, and Village facilitation. According to the

regulation, village assistance is carried out, among others, by professional assistants consisting of Village Local Assistants, Village Assistants, Technical Assistants, and Community Empowerment Experts. Big hopes are placed on the village professional assistants, which number reached 35,460 consisting of 2,398 Community Empowerment Experts, 14,353 Village Facilitators, and 18,709 Village Local Assistants.

Unfortunately the Village Facilitator policy approach in various regions is still symmetrical and has not paid attention to the conditions, problems and challenges that exist in the village, meaning that it is not specific and not in accordance with the characteristics and needs of the existing village, which causes the relatively ineffective assistance provided by these professional assistants to Village and Village community. This study is intended to evaluate the performance of Village Assistance in one village with unique characteristics, namely Digital Village, namely Punggul Village, Abiansema District, Badung Regency. Punggul Village offers various information technology-based innovations in public services and development. It is hoped that the results of this research will be able to provide input or guidance in formulating policies regarding Village Assistance, especially for technology-based villages or Digital Villages whose concepts in the future will be more relevant to the times and technological developments.

LITERATURE REVIEW

Human Resources is one of the most strategic aspects in the growth and development of an organization, so good HR management or management is needed. According to Milkovich and Boudreau, HR management includes the process of routing planning, development, and performance evaluation [1]. All of this is done to regulate the relationship and role of the workforce to be effective and efficient to help the realization of company and community goals [2]. In the context of this research, the human resources that are managed are those who are tasked with carrying out assistance for village communities whose duties include the function of community development and empowerment. Community development can be related to many things which ultimately aim to increase the capacity of the community both in technical terms to access to housing employment to health services [3]. Cambridge Conference defines community development as a movement to improve the standard of living of a community. or communities that are carried out with active participation and direct initiatives that arise from the community itself [4]. Meanwhile, according to Karl Taylor, community empowerment or community development is a method that directs community development as a method to empower rural communities to improve socioeconomic level so that it can help achieve national development goals [4].

One important aspect of HR management is performance evaluation (performance appraisal). Evaluation in general is an assessment of the results or processes that have been carried out, to assess what was successful and what was not and all the strengths and weaknesses. Evaluation is identifying, clarifying, and applying defensible criteria to assess objects [5]. Evaluation is a process of describing, obtaining, and presenting useful information to formulate an alternative decision [6]. This study evaluates the performance of village assistance which is included in the realm of policy evaluation. Lesterdan Stewart said that evaluation is aimed at seeing some of the failures of a policy and to find out whether policies that have been formulated and implemented can produce the desired impact [7]. Furthermore,

it is emphasized that policy evaluation is an objective, systematic and empirical examination of the effects of public policies and programs on their targets in terms of the objectives to be achieved [8]. Meanwhile, performance appraisal can be defined as a formal process carried out to evaluate the level of work implementation or performance (performance appraisal) of a personnel and provide feedback for the suitability of performance levels [9]. The performance to be measured is the performance of people who work in organizational units.

To evaluate the performance of digital village mentoring (Desa Punggul) which is the focus of this study, the evaluation model used is this evaluation model developed by Dr. Donald Kirkpatrick (1924 - 2014) in the 1950s. This model can be used before activities or when activities are in progress. Kirkpatrick's evaluation model underlines that evaluation needs to be done in stages at level 1 (reaction), level 2 (learning), level 3 (behavior change), and level 4 (results) [10]. Kirkpatrick's evaluation model is relevant to be used in this research because the measurement is not only done right when the training ends but also when the results of the training are implemented, which is known as Community Assistance. Levels 1 and 2 can be measured shortly after training such as socialization and provision of materials, and Levels 3 and 4 can be measured when Village Community Assistance is running. Therefore, the use of Kirkpatrick's evaluation model is considered to be the most suitable evaluation model for use in this research because it measures not only the direct results of the training, but also the village community mentoring process to measure changes in behavior to the results of mentoring such as the quality and application of the mentoring results. alone.

Based on the description above, it is concluded that Kirkpatrick's evaluation model can be carried out by conducting a gradual evaluation of reactions, learning, behavior, and outcomes. Each evaluation level has different evaluation components. The evaluation components to be examined in research based on the above studies can be seen as follows:

Tabel Fokus Evaluasi Kirkpatrick

No	Level	Sub Focus
1	Reaction	-Measuring satisfaction with mentoring -Measuring the benefits of mentoring -Difficulties faced by mentoring participants
2	Learning	-Measuring the increase in learning knowledge from mentoring -Measuring the improvement of skills and learning from mentoring
3	Behavior	-Measuring behavior change with mentoring -Measuring attitude change with mentoring
4	Result	-Application of knowledge with mentoring -Condition of quality community empowerment with assistance

Source: Literature Synthesis, 2020

METHODOLOGY

This research is an evaluation research with a qualitative approach. The evaluation model used is Kirkpatrick's evaluation model by assessing four level of evaluation, starting from the

reaction level, the learning level, the behavior level, and the result level from the performance of village assistance. Primary data was obtained from interviews with informants who were determined in a purposive sampling, determined by the researcher based on the research needs. They are parties who are directly related to and receive services from Professional Assistants in Punggul Village, a number of people consisting of Village Officials, Village Consultative Body, BUMDes Administrators and Community Leaders in Punggul Village. Furthermore, to obtain completeness and other supporting information, policy makers from the Central Government, Bali Province, Badung Regency and Abiansema District were also interviewed which are also associated with the Village Community Assistance Program. Meanwhile, secondary data were obtained from regulatory documents, books, and articles related to village assistance.

RESULTS AND DISCUSSION

This village assistance performance evaluation research took an object on the performance of village assistance which was carried out in December 2019 to July 2020, located in Punggul Village, Bali Province. This study focuses on the performance of village professional assistants assigned to villages with special characteristics, namely "Digital Village" to see the extent to which village professional assistants contribute to empowerment efforts through assistance, organizing, direction and facilitation of villages, as well as improving government services and community participation in digital village development. Punggul Village is one of the villages that is advanced in the use of technology and is often a reference or pilot project for other villages. This village is one of the developed villages because it is able to optimize public services and government administration through the use of information technology facilities. The results of the study confirmed the following findings:

Level 1 Evaluation (Reaction)

From the satisfaction aspect, it can be concluded that in general the informants were satisfied with the performance of village professional assistants when facilitating and educating the socialization of Law Number 6 of 2014 and its derivative regulations as well as the implementation of village meetings in the preparation of village documents which include the RPJM Des, RKP Des and APB Des. The performance of professional assistants in matters of facilitation and policy education and other empowerment products related to the main tasks and functions contained in Standard Operating Procedures (SOP) can be achieved properly. According to Masrukhin and Waridin [11], job satisfaction of an individual depends on the characteristics of the individual and the job situation. Each individual will have a different level of job satisfaction according to the interests and expectations of the individual so that the level of perceived satisfaction is higher, and vice versa. Gibson in Wibowo [12] which states that job satisfaction is an attitude that workers have about their work. This is a result of their perception of work. Job satisfaction is an effective or emotional response to various aspects of a person's job (Kreitner and Kinicki in [12]). Problems related to the function of village professional assistants in facilitating and educating them arise when they are required to assist the development of a digital village. Limited knowledge and skills in carrying out facilitation and educational functions related to digital villages make mentoring carried out by professional assistants less than optimal and affect the satisfaction of beneficiaries.

Meanwhile, from the aspect of benefits, based on statements from several informants, it can be concluded that they felt several benefits of assistance by village assistants including, assistance was carried out comprehensively and in line with the agenda of the Government, the process of compiling village documents such as RPJM Desa, RKP Desa and APBDes related to activities, especially those originating from village funds, are well assisted, besides knowledge about BUMDes management. Starting from the planning process, exploring the potential to be appointed as business opportunities as well as guidance and direction in the context of implementing village meetings. This is in line with the results of research from Dotulong et al [13] which states that village assistants in their research also carry out their duties properly such as providing directions to the village government. This is also reinforced by the findings of [14] which states that village assistants can communicate well and are able to convey information that can be understood by all elements in Taba Jambu Village, Central Bengkulu. The benefits of mentoring by village professional assistants are felt to be less visible when they are required to facilitate and educate digital village development activities. This is because in the development of the digital village in Punggul Village, it has used third party services for the development of its website domain. It is hoped that village professional assistants can contribute more to help in the development of a digital village according to the needs of the user, in this case Punggul Village.

From the aspect of difficulty in receiving knowledge transfer, this is felt to be due to the understanding factor of the village facilitator. The competence of professional assistants is considered inadequate, in addition to a less comprehensive understanding of innovations that can be applied in the development of digitalization of services. This is in line with Dianto's research in his research which found this, where the skills of village assistants in the City of Padangsidempuan are still quite minimal, coupled with the fact that there are still professional assistants who have high school education while individuals, community groups and institutions assisted are educated bachelor [15]. Widiyarta [16] also found a similar case where the capacity of village local assistants was not better than that of village officials. For example, village officials have mastered the use of financial applications trained by BPKP, while these skills are not possessed by local village assistants, so they are considered unable to help. Another thing that becomes difficult is that it is influenced by the frequency of mentoring that is rare. The aspects of difficulties faced by respondents with professional assistants are also quite diverse. One of them is the difficulty in scheduling professional assistants to accompany them. This is in line with the findings of Dotulong et al (2018) in North Minahasa Regency which states that the time or schedule for mentoring usually collides between one village and another and results in not all mentoring activities being always attended by a facilitator.

Level 2 Evaluation (Learning)

From the aspect of increasing knowledge, most informants have experienced an increase in knowledge after assistance, especially in terms of government management and BUMDes, but in terms of increasing knowledge related to digitalization or digital villages, it is still not optimal. According to Mardhakomala et al [17] without an increase in participant knowledge, eating a program can be said to fail. Referring to this statement, the village community assistance program in Punggul Village in general, in terms of increasing knowledge, can be said to be successful because the community has increased knowledge in the field of government management and BUMDes. It's just that the increase in knowledge is only limited to general tasks and is not detailed in the needs of society in the field of Technology

and Information.

Meanwhile, from the aspect of improving skills, there was an increase in skills in compiling village documents, some informants stated that they had acquired new knowledge and skills, but related to new knowledge and skills regarding digitization it was still not optimal. Although in several previous studies it was found that the skills of professional assistants in several regions in Indonesia were quite minimal, such as the findings of Widiyarto [16] and Dianto [15] in their respective studies, Professional Assistants in Punggul Village have good enough skills so they can transfer knowledge so that improve the skills of the assisted parties in accordance with their fields. It's just that the material related to Digital Information Technology that is outside the duties and functions of Professional Assistants is indeed less mastered by the assistants. This should also be a correction and input for decision makers in formulating policies for Village Professional Assistants in the future.

Level 3 Evaluation (Behavior)

From the aspect of changing attitudes, the informants stated that at least the change in attitude does not necessarily happen suddenly because the change in attitude takes time. Kurt [18] states that this level cannot be tested immediately when the training takes place, but it takes about three to six months after the implementation of the training. Blanchard and Thacker [19] state that behavior evaluation measures the extent to which changes in participant behavior are implemented in their work environment. In this research condition, implementation is carried out in the daily life of the village community. Changes in attitudes and behavior can be seen from the more active community transactions in Bumdes, the better the management of the Waste Bank and Savings and Loans. Studies to change attitudes and behavior have never been studied by previous researchers. Meanwhile, changes related to the new habits of the community and village government in terms of digital village management are not felt to have occurred because of the assistance of professional assistants.

Meanwhile, from the aspect of behavior change, positive impacts were found in daily activities, especially during community service activities. In addition, positive behavior was also shown by a commitment to completing village documents such as the village RPJM, village RKP faster than usual. Another positive impact is the initiative of the Local Government of Badung Regency to provide capital for the management of Bumdes Desa Punggul. Behavioral causes are influenced by three factors, namely: predisposing factors which include age, occupation, education, knowledge and attitudes, enabling factors which are manifested in the physical environment and distance to health facilities, and reinforcing factors. (Reinforcing Factors) which are manifested in the support provided by families and community leaders [20].

Level 4 Evaluation (Results)

From the aspect of applying the knowledge obtained from village assistants, it is concluded that the application of knowledge in the field of administrative services, economic management through BUMDes runs quite well. The application of knowledge that is felt to be lacking is only in the aspect of using digitalization where the role of the assistant is not so significant for the digital village development intervention. According to Kirkpatrick [10], the final outcome category of a program is an increase in productivity, an increase in quality,

a decrease in costs, a decrease in the quantity of work accidents, a decrease in turnover (turnover), and an increase in profits.

Meanwhile, from the aspect of the condition of community empowerment, it can be concluded that the condition of community empowerment that is now being implemented in Punggul Village is certainly not only the result of mentoring Professional Assistants but also many other parties. However, in general, the increase in the standard of living of the people in Punggul Village is increasing, one of which is seen from the increase in PADes. As stated by the respondents, one of the main aspects in the development of Punggul Village is the concept of the Digital Village, which in this case the role of Professional Assistants is still very poorly felt given the low ability and capacity of assistants in the field of Technology and Information as discussed in the evaluation of the benefits and difficulties section.

CONCLUSIONS AND RECOMMENDATIONS

The overall management of Village Assistance, especially in Punggul Village, is considered good, because Village Assistants go directly to the field in carrying out coaching, even though they are still at the level of the Village Apparatus, the suggestion for the follow-up is to maximize guidance to the community that is collaborated with the main functions of the Village Apparatus together in carrying out coaching with a set schedule and place on an ongoing basis. Furthermore, with the number of Village Assistants, it is still considered insufficient, it is recommended that there be an increase in the number of Village Assistants, and pay attention to the level of welfare of Village Assistants, because considering the size and number of development areas besides that it is necessary to increase the knowledge and of the Professional Assistants (Experts). Village Facilitators, Village Local Assistants especially in IT (Information Technology) knowledge both in mastering software and hardware to create a Digital Village. In the future, on a broader scale it is necessary to adjust the needs and provision of Village Professional Assistants in accordance with the needs and characteristics of the village (asymmetric in nature), specifically a special assistance model for digital villages is recommended. For this reason, it is necessary to be supported by regulations or laws and regulations that accommodate the uniqueness of each village in its needs for Professional Assistants which can be stated in the Technical Guidelines or Standard Operational Procedure for the Assignment / Placement of Professional Assistants. So that, the recruitment process, capacity building and skills of professional assistants are designed according to the needs and different characteristics (asymmetric).

REFERENCE

- [1] T. E. M. Sumual, *Manajemen Sumber Daya Manusia (Edisi Revisi)*. Surabaya: CV. R.A.De.Rozarie., 2017.
- [2] S. W.P.Noer, I. Trang, and Y. Uhing, "Pengaruh Perencanaan SDM, Rekrutmen Dan Penempatan Terhadap Kinerja Karyawan Pada PT. PLN (PERSERO) Wilayah Suluttenggo," *J. EMBA*, vol. 5, no. 2, pp. 697–705, 2017.
- [3] G. P. Robinson Jr, J.W., & Green, *Introduction to Community Development*. London: SAGE Publication., SAGE Publi. London, 2011.
- [4] M. Ledwith, *Community Development: A Critical and Radical Approach 3rd Edition*. Bristol: Policy Press, 2020.
- [5] M. M. Fitzpatrick, J., Christie, C. & Mark, *Evaluation in Action*. London: Sage Publication, 2009.

- [6] T. Stufflebeam, D.L., Madaus, G.F., & Kellaghan, *Evaluation Models Viewpoints on Educational and Human Service Evaluation : Second Edition*. New York: Kluwer Academic Publisher., 2002.
- [7] L. Agustino, *Dasar-dasar Kebijakan Publik*. Bandung: Alfabeta, 2008.
- [8] W. Parsons, *Public Policy: Pengantar Teori dan Praktik Analisis Kebijakan*. Jakarta: Kencana., 2011.
- [9] Y. R. D. Tahir, M.I., & Sasmi, “Kinerja Pendamping Desa dalam Meningkatkan Pembangunan di Desa Sido Rukun dan Desa Lubuk Rumbun Kecamatan Margo Tabir Kabupaten Merangin Provinsi Jambi.” *J. Dharma Praja*, vol. 12(1)., 2019.
- [10] D. L. Kirkpatrick, *Evaluating Training Programs: The Four Levels*. San Francisco: Berrett-Koehler Publisher, Inc., 1998.
- [11] Masrukhin & Waridin., “Pengaruh Motivasi Kerja, Kepuasan Kerja, Budaya Organisasi dan Kepemimpinan terhadap Kinerja Pegawai.” *J. Ekon. Bisnis*, vol. 7(2)., 2012.
- [12] Wibowo., *Manajemen Kinerja*. Jakarta: Rajagrafindo, 2009.
- [13] W. Dotulong, C.G.P., Pioh, N., & Waworundeng, “Implementasi Kebijakan Peraturan Menteri Desa, Pembangunan Daerah Tertinggal, dan Transmigrasi Nomor 3 Tahun 2015 tentang Pendampingan Desa di Kecamatan Kalawatan Kabupaten Minahasa Utara. Issn : 2337 - 5736,” *J. Jur. Ilmu Pemerintahan*, 1(1)., no. 1, 2018.
- [14] D. Triyanto, “Analisis Kinerja Pendamping Desa dalam Upaya Membangun Kemandirian Desa (Studi di Desa Taba Jambu Kecamatan Pondok Kubang Kabupaten Bengkulu Tengah).” *J. Penelit. Sos. dan Polit.*, vol. 7(2), 56–6, 2018.
- [15] I. Dianto, “Problematisasi Pendamping Desa Profesional dalam Pemberdayaan Masyarakat Desa di Kota Padangsidempuan.” *DIMAS J. Pemikir. Islam untuk Pemberdayaan*, vol. 18(2), 239, 2018.
- [16] A. Widiyarta, “Efektivitas Tenaga Pendamping Profesional dalam Pemanfaatan Dana Desa Guna Mendorong Pemberdayaan Masyarakat Desa.” *Din. Gov. J. Ilmu Adm. Negara*, vol. 7(1), 64–8, 2017.
- [17] & J. Madhakomala, R., Purwana, D., *Discrepancy Evaluation Model (DEM) dan Kirkpatrick untuk Pendidikan Kewirausahaan*. Jakarta: Lembaga Penerbitan Universitas Nasional., 2019.
- [18] S. Kurt, “Kirkpatrick Model: Four Levels of Learning Evaluation.” 2016. <https://educationaltechnology.net/kirkpatrick-model-four-levels-learning-evaluation/>.
- [19] J. W. Blanchard, P.N., & Thacker, *Evaluation Training, Systemm, Strategies and Practices: 5th edition*. New Jersey: Pearson Education. Inc., 2013.
- [20] S. Notoadmojo, *Ilmu Perilaku Kesehatan*. Jakarta: Rineka Cipta, 2013.