

The Role of Supervision of the Captain in Handling Conflicts from the Pekon Kresnomulyo Apparatus, Ambarawa District, Pringsewu District, 2023

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Abstract: Effective supervision by a sub-district head is an important element in improving and maintaining the quality of public services at the regional level. This research explores the important role played by a sub-district head in the context of supervision, focusing on their efforts in ensuring the implementation of government policies, and shows that the sub-district head's supervisory role is not only limited to routine monitoring, but also involves coordination with various parties, policy advocacy, and proactive approach to problems as they arise. Conflict management is an important aspect in maintaining social stability at the local and national level. Conflict is an inevitable phenomenon in people's lives, including in Pekon Kresnomulyo. Conflict management is important to ensure security, order and justice at the local level. One of the key figures in handling conflict is the sub-district head, who has an important role in monitoring and resolving conflicts in Pekon Kresnomulyo. This study aims to dig deeper into the role of Carnat supervision in handling conflicts in the region. The research method used is qualitative with data collection techniques through in-depth interviews and participant observation. The research results tell that the sub-district head has a significant role in monitoring, identifying and resolving conflicts that arise in Pekon Kresnomulyo. This role includes monitoring the social dynamics of society, facilitating dialogue between parties involved in the conflict, as well as collaborating with various related agencies to achieve a just and sustainable solution. However, challenges such as limited resources and the complexity of conflict often become obstacles in implementing the sub-district head's role. Therefore, synergy is needed between the sub-district head, the community and other related parties to increase the effectiveness of conflict handling in Pekon Kresnomulyo.

Keywords: role, subdistrict supervision, conflict management

Introduction

Law Number 23 of 2014 Article 209 (2), namely, the district/city regional apparatus consists of the DPRD secretariat, regional secretariat, inspectorate, agency, department and sub-district. Suriakusumah and Prayoga Bestari (2009:255) explain that the sub-district head is the head of the sub-district. Sub-district is the working area of the sub-district head as a district and/or city regional apparatus. As a sub-district head, the sub-district head is a leader for the apparatus and community in the sub-district area, who carries out his function

as a leader. The leadership of the sub-district head has a great influence on the working process of a system of a number of components (sub-district government apparatus) to carry out government and development so that the quality of work to be achieved can be realized. And apparatus conflicts themselves are one of the unavoidable challenges in the government structure at the community or village level. The existence of this conflict can disrupt organizational stability and the performance of public services provided to the community. For this reason, the supervisory role of the sub-district head in handling apparatus conflicts in Pekon Kresnomulyo is very important. Showing conflict is a natural and natural thing, so it needs to be presented so that it can be managed well, therefore there is a need for a conflict management strategy that must be mastered by the sub-district head or Pekon apparatus (Edy and Sutama, 2015). As a representative of the district or city government at the sub-district level, The sub-district head has broad responsibilities to supervise and manage various aspects of government administration, including handling conflicts that arise between village officials. Its strategic position allows the sub-district head to be an effective mediator in resolving conflicts and taking preventive steps to prevent larger conflicts from escalating.

In this context, the supervisory role of the sub-district head is very much needed as a conflict controller and mediator. Through a deep understanding of local dynamics, the sub-district head can take concrete steps such as coaching, counseling, mediation, and if necessary, direct intervention to resolve conflicts completely. In a broader view, the sub-district head's handling of apparatus conflicts not only has an impact on the internal stability of the community, but also creates a work environment that is harmonious, productive, and able to provide quality services to the community. Therefore, the role of the sub-district head in handling apparatus conflicts in Pekon Kresnomulyo is not only an administrative task, but is also a strategic effort to build good and sustainable governance. to administer government, provide public services, and develop the region in a sustainable manner. Pekon Kresnomulyo as a government unit at the pekon level has its own characteristics, with internal dynamics that need to be maintained so that it can function optimally to provide services to the community.

Conflicts that arise between pekon officials can range from differences of opinion in decision making, competing interests, to personal conflicts that affect teamwork. Supervision of conflict is the assessment and correction of the implementation of government agency work programs whether they are carried out properly according to established procedures and plans. Suharsimi Arikunto and Lia Yuliana (2009: 15) explain in more detail that supervision is used to find out whether the strategies, techniques and methods that have been decided in planning are suitable enough for the delivery steps. objectives and with minimal risk.

Pekon Kresnomulyo is one of the Pekons that really needs guidance from the sub-district head. It is hoped that the sub-district head will carry out supervision and guidance on the performance of the Pekon apparatus, even though legally the Pekon apparatus is not classified as subordinate to the sub-district head, the work area of the Pekon apparatus is in the sub-district area, which means the sub-district head can carry out supervision and guidance on the Pekon apparatus, even though it is coordinative in nature. The guidance carried out is the orderly administration of Pekon Governance. Supervision and coaching

are prioritized regarding directions regarding how to build good collaboration with fellow employees in order to create satisfactory results in carrying out each program. However, there are still a number of economic sectors that have not implemented their programs/designs optimally. In this case, the role of the sub-district head is very necessary to supervise the pekon government, for example providing direction to the head of the pekon and his subordinates and preparing pekon regulations as well as regulations for the head of the pekon.

It is very important to develop professionalism in employee performance, because the quality of employee performance greatly influences the success of a government organization. In reality, there are several obstacles that influence the effectiveness of monitoring and coaching the performance of government officials. One of them is the lack of cooperation between employees in carrying out work programs, as well as job desk management that is not in accordance with the main tasks and functions of each employee, causing miscommunication which has a negative impact. Apart from that, many pekons have not properly submitted draft village regulations or Village Head regulations, indicating that there are obstacles in the aspects of guidance and supervision. The importance of the role of the sub-district head in instilling professionalism in the performance of the Pekon Government Apparatus is also a crucial factor that needs to be considered. In this context, a striking example is

The failure to carry out the road construction program, which resulted in quarrels with the local community, was caused by a lack of cooperation between Pekon officials and a lack of firmness from the Head of Pekon in dealing with these problems. The phenomenon of unprofessionalism in carrying out duties also has an impact on the less than optimal utilization of raw materials. The action of the Head of Pekon in recruiting a replacement without public notification to the public and the BPD shows a lack of transparency and accountability in the human resource management process. Therefore, it is necessary for the sub-district head to provide guidance, facilitate and act as a consultant for pekon officials when needed, in line with the mandate contained in government regulations.

Methodology

The type of research used by the author is qualitative. Qualitative research is a type of research that aims to produce findings that cannot be obtained through the use of statistical procedures or other qualifications and this research is used to obtain a general understanding of social reality from the participant's perspective (Ruslan, 2017: 215) . Qualitative research can be used to examine people's lives, behavior, history, functional organizations, social movements, certain events, and kinship relationships in families (Mukhtar, 2013: 10). This research uses a qualitative descriptive approach which aims to obtain a complete and detailed overview of the research location regarding the role of supervision of the sub-district head in improving the performance of the Pekon Kresnomulyo apparatus. Through the use of direct interviews with related parties using this method. The researcher then analyzed the data obtained from the field, the research was carried out as a whole to the parties and research subjects, then the results of the approach were explained in detail through a series of words that were clear and could be understood

easily. Meanwhile, the research location was carried out at the Pekon Kresnomulyo Subdistrict office.

Result and Discussion

The supervisory role of a sub-district head in handling apparatus conflicts in an area, such as Pekon Kresnomulyo, is very important to ensure the stability and welfare of the community.

Based on the results of analysis with and interviews with informants as well as a number of indicators that have been determined, it can be seen that the role of the sub-district head's supervision in handling conflicts with the Kresnomulyo Pekon Apparatus can be explained through the following aspects:

Analysis of the role of the Defendant in Handling Conflict from the Kresnomulyo Pekon Apparatus

1) Analysis From Theoretical Perspective

In order to analyze the role of the sub-district head in handling the Pekon Kresnomulyo Apparatus conflict through a theoretical perspective, the author uses role theory by Horoepoetri, Arimbi and Santosa. The following are the dimensions of role theory by Horoepoetri, Arimbi and Santosa, namely:

5. Role as a policy
6. Role as a strategy
7. Role as a communication tool
8. Act as a tool for peace resolution.

2) Role as a Policy

Based on data available at the Ambarawa District Office for 2023, Pekon Kresnomulyo has a historical case related to the 2021-2022 Village Fund Budget, where the village fund development program originating from the APBN must be realized optimally and must be in line with Village Ministerial Regulation No. 7 of 2021. It also aims to ensure that development can be enjoyed by the community optimally and transparently during the implementation of DD program activities.

This is different from Pekon Kresnomulyo, Ambarawa District, Pringsewu Regency from 2021/2022, where the management system is considered to be in shambles and there are many allegations of KKN (Corruption, Collusion and Nepotism).



Figure 1. Website

Source: <https://hariansiber.com/menelisik-dana-desa-tahun-anggaran-2021-2022-pekon-kresno-mulyo/>

With this case, it ultimately gave rise to conflict between Pekon officials, because the road construction was not going well, resulting in the use of road materials being wasted and causing quarrels with the local community. In order to answer the problem above, the role of the Ambarawa Subdistrict Head is a good and appropriate policy to be implemented in dealing with this problem. To overcome conflict, the Ambarawa Subdistrict Head implemented a policy in which each Pekon and village implemented a system of transparency, cooperation and discussion between officials and involved several communities and BKK or BKD to help carry out the work program that had been designed. One of the benefits of cooperation and transparency is reducing a number of potential conflicts. Apart from that, the Ambarawa Subdistrict Head also directed the Pekon and Village Heads in Ambarawa Subdistrict to activate the activities of the Village Security Agency (BKD) and the Subdistrict Security Agency (BKK) and provide a report to the Subdistrict Head on the results of these activities once per week. This aims to maintain the peaceful conditions that exist in Ambarawa District. Apart from that, the Ambarawa Subdistrict Head's policy regarding efforts to handle conflict is that the Subdistrict Head builds good coordination with the Sector Police Chief and Danramil. This is used by sub-district heads to obtain an overview of conditions and situations in society from various perspectives. According to the author's interview with the Ambarawa Subdistrict Head, the Ambarawa Subdistrict Head coordinated together with the Sector Police Chief and Danramil intend to build an early warning system through the use of FORKOPIMCA, the Ambarawa Subdistrict Head includes elements of the Police, TNI and stake holders.

Through the author's previous explanation, it can be stated that the sub-district head has implemented a number of policies in order to carry out his role in handling conflicts in his work area. Even though there are obstacles, the Ambarawa Subdistrict Head is making efforts to overcome these obstacles.

3) Role as a Strategy

One of the strategies used by the Ambarawa Subdistrict Head to resolve conflicts is to go directly to communities in the community, this aims to observe a number of possible conflicts arising and carry out coordination with the police. Apart from carrying out observations, going directly to the field is intended to establish close relationships with the people of Ambarawa District, this is what the Head of Ambarawa District said when the author interviewed him. The Ambarawa sub-district head said that he often goes out to the community. According to him, this is very important because through this activity the Ambarawa Subdistrict Head can understand the conditions, situations and a number of social upheavals that exist in the field. The Ambarawa sub-district head can find out what potential conflicts exist in the sub-district and then a number of these potentials can be suppressed so that the situation of peace and security in his area can be well maintained. Through the previous explanation, the author can state that the Ambarawa sub-district head has carried out his role as a strategy to resolve conflict well. A number of strategies were implemented well even though there were obstacles to their implementation.

4) Role as a Communication Tool

Communication is a tool that can be used to overcome social conflict, but on the other hand, communication can also be used as a tool that triggers conflict. The Ambarawa sub-district head stated that he was taking care good communication is the main asset in maintaining harmonious relations between the 8 sub-districts in Ambarawa District, so the Ambarawa District Head must act as a good communicator to fulfill this. In carrying out its role as a communication tool in resolving conflict, it is carrying out coordination with the TNI/Polri and interested parties.

5) Conflict Prevention

There are a number of efforts carried out by the Ambarawa District Head to prevent conflict, namely maintaining peaceful conditions, reducing potential conflict, developing a peaceful resolution system, and building an early warning system. The author has the following analysis:

- a) Maintaining Peaceful Conditions Based on the results of the author's interview with the Ambarawa Subdistrict Head, it can be stated that the Ambarawa Subdistrict Head maintains peaceful conditions through frequent interactions with the community in the Village or Pekon, through this interaction, the Ambarawa Subdistrict Head can find out a number of complaints in the community.
- b) Developing a Peaceful Resolution System Based on the results of interviews with the Ambarawa Subdistrict Head, it is known that the Ambarawa Subdistrict Head held deliberations which included security forces and community leaders, so that both parties could convey their respective complaints. This will make it easier for security forces to identify problems through conflicts that occur.
- c) Reducing Potential Conflict The third step to prevent conflict as stated in statutory regulations is to reduce potential conflict, to find out its implementation in the field

and what role the Ambarawa Subdistrict Head takes in this effort. The author interviewed Sutekno, S.E. Also as the Head of Ambarawa Subdistrict, he stated "To reduce conflict in my Subdistrict, this is generally done by frequently mingling with the community in his free time and frequently making visits to villages and Pekon."

Building an Early Warning System The final effort to prevent conflict as regulated in the Law is to build an early warning system. Building an early warning system in social life is very important because through this anticipatory step, information about a number of issues that are inconsistent with existing facts that could worsen the situation can be clarified, making it possible for the people of Ambarawa District who basically prioritize noble values to be kept away from conflict caused by misunderstanding. Therefore, the Ambarawa sub-district head, during his visits to the community, always warns of the negative effects of division and conflict. Apart from that, the Head of Ambarawa District always inserts words of unity among the people of Ambarawa District.

Conclusion

The conclusion that the author can draw based on the results of research analysis regarding the role of the sub-district head in handling social conflict in Ambarawa District, Pringsewu Regency, is that the sub-district head has a very important role in dealing with social conflict, whether in terms of stopping, preventing or recovering after conflict. However, the sub-district head always encounters various obstacles in dealing with conflicts. This requires the sub-district head to play an active role in acting according to applicable norms and regulations. From the research carried out by the author, a number of important conclusions can be drawn, namely;

- 1) The role of the sub-district head in dealing with social conflict in Ambarawa District is classified as good, as described in how the sub-district head plays a role in maintaining order and tranquility in society, whether theoretically or normatively, as regulated in statutory regulations. Therefore, the role of the sub-district head in dealing with social conflicts cannot be separated from the factor of a person's closeness to community leaders in the village or Pekon which makes coordination possible between all parties. Meanwhile, normatively it is based on 3 aspects The handling of social conflicts has also been carried out well, here we can also see that the role of the sub-district head as chairman of the forkopicam (coordination forum for sub-district leaders) in the sub-district in carrying out coordination is very large.
- 2) A number of obstacles encountered by the Ambarawa Subdistrict Head in handling social conflict in achieving public order and tranquility in Ambarawa Subdistrict are as follows:
 - An apathetic society
 - Provocateur
 - Miscommunication and misunderstanding
 - Inheritance disputes
 - Old grudges

- The nature and character of the residents
- 3) Apart from obstacles, there are also a number of things that support the sub-district head in accelerating the handling of social conflicts in Ambarawa District, namely that there is synergy between the government, community leaders and security forces to speed up the handling of social conflicts. The Subdistrict Head's efforts to speed up the handling of social conflicts in Praya District is to spend more time getting closer to himself and socializing with the community so that he can better understand and understand the conditions and situations that exist within the community of Ambarawa District, Pringsewu Regency. In other words, communication and coordination, whether vertical or horizontal, by a sub-district head is very important in handling social conflict.

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