



## The Role of the Village Head in Managing Covid-19 in Daha Utara District, Hulu Sungai Selatan Regency

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### **Abstract**

This study aims to determine and describe the role of the village head in tackling COVID-19 in the North Daha sub-district, Hulu Sungai Selatan district (Comparison of Baruh Kembang village with Balah Paikat village) as well as to determine the supporting and inhibiting factors that affect the role of the village head in tackling COVID-19. 19 in Daha Utara subdistrict, Hulu Sungai Selatan district (Comparison of Baruh Kembang village with Balah Paikat village). Qualitative research method with a descriptive approach. Data collection was done by interview, observation, and documentation. Key informants were the sub-district head of Daha Utara, community leaders in Baruh Kembang village, community leaders in Balah Paikat village, head of RT 3 in Baruh Kembang village and head of RT 4 in Balah Paikat village. Additional informants were the Baruh Kembang village community, the Balah Paikat village community, the Baruh Kembang village head, the Balah Paikat village head, the head of the COVID-19 task force in Baruh Kembang village and the head of the COVID-19 task force in Balah Paikat village.

**Keywords:** *Role; Village Head; Coping; Covid-19*

### **Introduction**

Soerjono, (2006) argues that "Role is a dynamic aspect of position (status) if a person carries out the rights and obligations according to his position, he carries out a role". A role is an act of a person in a certain way in an effort to carry out his rights and obligations according to his status, and a person can be said to play a role if he has carried out his rights and obligations in accordance with his social status in society.

Village government has a significant role in managing social processes in society. The main task that must be carried out by the village government is how to create a democratic life, and provide

good social services, so that it can bring its citizens to a prosperous life.

Ahmad and Taylor (2009) also introduced role theory to the organizational behavior literature. They state that an organizational environment can influence each individual's expectations regarding their role behavior. These expectations include norms or pressures to act in certain ways. Individuals will receive the message, interpret it, and respond in a variety of ways.

Problems will arise when the message sent is not clear, not direct, cannot be interpreted easily, and is not in accordance with the ability of the recipient of the message. As a result, the message is considered ambiguous or contains elements of conflict. When that happens, the individual will respond to the message in a way that the sender did not expect. Expectations for the role can come from the role itself, the individual who controls the role, the community, or other parties with an interest in the role. Everyone who holds authority over a role will shape these expectations.

The COVID-19 pandemic not only has an impact on public health but also affects the economic conditions, education and social life of the community. The decline in various community activities has an impact on the socio-economic conditions of the community, especially the vulnerable poor.

The problem with the village head in tackling COVID-19 in the field is that there are hoaxes that have been circulating in the community, so there are some people who don't believe in the existence of COVID-19 and there are some people who don't dare to take the vaccine. The solution of the village head in overcoming these problems is to carry out several roles that the researchers will examine in this study, namely the 10 roles proposed by Mintzberg.

As the role theory proposed by Mintzberg in the book *Leadership in Management* written by Thoha (2015: 12), there are 10 roles played by leaders in organizations, namely: Main Character, Leadership, Liaison, Monitor, Disseminator, Spokesperson, Entrepreneurship, Solver. problems, allocation of resources and negotiators.

In accordance with research conducted by Aksan, H. Rekson S. Limba, and Tanzil (2018). The results of this study indicate that the village head has carried out its role as a motivator where the Village Head always provide motivation as well as input and support by encouraging residents and government officials at the village office. In line with this, Ahmad and Taylor (2009) also introduced role theory to the organizational behavior literature. They state that an organizational environment can influence each individual's expectations regarding their role behavior. These expectations include norms or pressures to act in certain ways. Individuals will receive the message, interpret it, and respond in a variety of ways. Furthermore, there is a study by Patrisia, et al. (2018). Based on the theory of Henry Mintzberg in (Thoha, 2009:12-19), the results of this study indicate that of the ten existing roles, namely, the existence of a set of obligations and behaviors occupied by the leadership to improve employee performance in the warehouse division of PT. United Tractors Samarinda. There is also research by Budi Setiawan, Muhammad Riyandi Firdaus. (2019), the results of the study show that the role of the village head as a decision maker in community empowerment is good, it can be seen from the results of interviews and observations. However, the obstacles to the role of decision makers are Time, Energy and Cost.

## **Methods**

The qualitative approach was chosen based on the focus and objectives of the research, so this research is an in-depth study in order to obtain complete and detailed data. This study aims to get an in-depth picture of the role of village heads in tackling Covid-19 in Daha Utara District, Hulu Sungai Selatan Regency. Qualitative research only results in finding problems faced by the community by being oriented to field data. This type of research is descriptive qualitative research, where the data collected is in the form of words, pictures, not numbers. There were thirteen informants in this study, namely; 1 person from the North Daha sub-district, 1 head of Baruh Kembang village, 1 head of Balah Paikat

village, 1 head of the Covid-19 task force in Baruh Kembang village, 1 head of the Covid-19 task force in Balah Paikat village, 1 head of BPD in Baruh Kembang village, 1 head of BPD in Balah Paikat village, 1 head of RT in Baruh Kembang village, 1 head of RT in Balah Paikat village, 1 community leader in Baruh Kembang village, 1 community leader in Balah Paikat village, 1 person in Baruh Kembang village, and 1 person The people of the village of Balah Paikat.

Data collection techniques used to obtain data on the role of village heads in Daha Utara District, Hulu Sungai Selatan Regency are as follows: 1) Interview, Interviews are used as a data collection technique when researchers want to conduct a preliminary study to find problems that must be investigated, and also when researchers want to know things from respondents more deeply. Interviews can be conducted in a structured or unstructured manner, and can be conducted face-to-face or by telephone; 2) Observation, In this observation, the researcher is involved with the daily activities of the person being observed or used as a source of research data; and 3) Documentation, Document is a record of events that have occurred. Documents can be in the form of writing, images or manual work from someone.

The data analysis technique used in this study is the Miles and Huberman model with an interactive model. The data obtained by the researcher is based on the results of observations, interviews and documentation in the field, so in the next stage the researcher will analyze the data by: 1) Data reduction, namely selecting data and information found in the field and then analyzing it; 2) Presenting the reduced data; 3) Draw conclusions from the data that has been presented, both from the results of interviews, observations and documentation; and 4) Interpreting the data and testing the validity of the data that has been concluded by using triangulation techniques.

### ***The Main Finding and Result***

To facilitate understanding, the author will describe the results and discussion of research on the role of village heads in North Daha District, Hulu Sungai Selatan Regency (Comparison of Baruh Kembang Village with Balah Paikat Village) using Henry Mintzberg's Theory indicators in Thoha (2015: 12-19), namely as follows: 1) figurehead, 2) leader, 3) liaison, 4) monitor, 5) disseminator, 6) spokesperson, 7) entrepreneur, 8) disturbance handler, 9) resource allocation and 10) negotiator.

### **The Role of the Village Head**

Based on the results of research that has been carried out by researchers with several informants, it can be described a discussion about the role of village heads in Daha Utara District, Hulu Sungai Selatan Regency (Comparison of Baruh Kembang Village with Balah Paikat Village). For more details can be seen in the following discussion:

#### **1. Figurehead**

As a consequence of the status and formal authority possessed, a leader is required to perform certain symbolic tasks that are legal and social. Among them are signing documents related to community development programs, leading every meeting to discuss community development programs from planning to implementation and evaluation of the development program.

From the results of interviews, documentation and observations, it can be concluded that the role of the Baruh Kembang village head and Balah Paikat village head as figureheads is carried out very well. From the results of the study, it can be seen that the village head of Baruh Kembang and the village head of Balah Paikat are always present when there are activities regarding the prevention of COVID-19. The purpose of attending this activity is to bind a sense of kinship with the community. The whole community

wants a village head who has close relations with subordinates, outside and inside the village. Approaches beyond the interests of the village office are needed to foster a sense of kinship, to maintain a positive relationship between the community and the village head. People will feel cared for, so cooperation will increase as well. The things above are in accordance with the opinion of Mintzberg in Thoha (2015:12) that "The role of the leader is to represent the organization being led in every opportunity and problem that arises formally.

## 2. Leader

In realizing this role, the leader plays an active role in making interpersonal relationships with the group/community being led, by carrying out activities to lead, motivate, develop and control. So, based on the results of interviews, documentation and observations in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the role of the Balah Paikat village head as a leader is in the very good category. This is in line with the psychological theory where a village head often provides motivations, to stimulate the willingness to work of village officials in order to achieve organizational goals and to fulfill personal goals.

From the results of the study, it can be seen that the village head of Baruh Kembang and the village head of Balah Paikat are leaders who are responsible for the community. According to Kartono (2005:44) leadership can be seen as an instrument in an organization that has certain strengths and powers to launch organizational activities in pursuit of common goals. Meanwhile, according to Sudarwan Danim (2002), the ideal leader must have a noble personality so that he can lead well and take appropriate policies.

## 3. Liaison

The essence of the role as an intermediary officer (liaison manager) is to make new contacts or relationships so that new relationships outside the group/community become meaningful assistance when the implementation of the development relates to outside groups/communities because usually everything related to other people will be more quickly resolved when the leader and the outside community already know each other. Based on the results of interviews, documentation and observations in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the role of the Balah Paikat village head as a liaison is very good.

From the results of the study, it can be seen that the village head is a liaison between village officials and parties outside the organization, as well as a liaison related to the duties of village officials. The activity of being a liaison between the village head and village officials and the community is usually carried out in meeting forums. Then also through direct summons, meetings with village officials and communities within their authority, or also through official letters.

## 4. Monitor

As a leader, you are expected to continuously seek information from a number of sources that have been and will work from community meetings, all community suggestions and complaints, or during observation trips. Based on the results of interviews and observations in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the role of the Balah Paikat village head as a monitor are both very good.

From the results of the study, it can be seen that the village head monitors the condition of all his employees, so that all existing problems can immediately find a solution. The village head always carries out closeness with the community by considers the community as a work partner so that they can monitor

it easily because the community feels comfortable. Monitoring is carried out in persuasive ways, such as calling directly to be invited to discuss, or directly through letters. The things above are in accordance with the opinion of Mintzberg in Thoha (2015:14) that "The role as a monitor (Monitor role), requires a leader to be a seeker, receiver, and gatherer of information in order to be able to develop a good understanding of the organization he leads and have complete understanding of the environment to deal with problems that may occur".

#### 5. Desiminator

The information obtained by a leader is both actual and some of it relates to the preferences of the people who want to influence the leader. So that the information should be forwarded to groups / communities who need information so that the tasks in each part of the organizational structure that have been made can run effectively and efficiently.

From the results of the study, it can be seen that the village head of Baruh Kembang and the village head of Balah Paikat have relations with the community regarding the sharing of information in several ways. Includes giving letters or through direct delivery of either the community to the village head or the village head to the community. The village head does this so that the community feels that there is not such a wide distance between the village head and the community. Then so that the information provided can be well absorbed by all village officials and communities under their authority, thereby minimizing bias that may occur. This is in line with the research conducted by Ahmad Muklis (2015), the results of his research stated that the Implementation of Good Governance Principles in the Case Study Village Government at the Gedongan Village Head Office, Plupuh District, Sragen Regency, namely the existence of conformity between implementation and standard implementation procedures.

#### 6. Spoke person

As a leader who acts on behalf of the organization, it takes a role as a spokesperson for the problems that occur in the implementation of the community development program. So, based on the results of interviews and observations in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the Balah Paikat village head as a spokesman are both very good. From the results of the study, it can be seen that the village head of Baruh Kembang and the village head of Balah Paikat must ensure that the information submitted relates to the prevention of COVID-19 by conveying information in accordance with their respective jobs, this is required by all village officials, the COVID-19 task force. and the community under its authority.

#### 7. Entrepreneur

This role is meant for a leader to act as an initiator and designer of controlled change to take advantage of opportunities in improving the current situation so that with this role it is hoped that the leader can be directly involved in making decisions on development programs that will be carried out in changing the existing situation towards targeted development for the community. So, based on the results of interviews in Baruh Kembang village and Balah Paikat village, it can be concluded that the roles of the Baruh Kembang village head and Balah Paikat village head are both maximal in solving problems, while the roles of the Baruh Kembang village head and Balah Paikat village head as entrepreneurs are both not maximal.

From the results of the study, it can be seen that the Baruh Kembang village head and Balah Paikat village head were less than optimal in providing innovations that were useful for village development and in tackling COVID-19. On the other hand, the entrepreneurial spirit of a village head will indirectly lead to new innovations that have a positive impact, affecting village profits.

## 8. Disturbance Handler

The implementation of community development programs usually does not go according to ideal planning, things that are sudden crises that cannot be ignored either in the form of internal or external conflicts that occur in groups / communities that will interfere with the implementation of development programs. So, based on the results of interviews in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the role of the Balah Paikat village head as disturbance handler are both very good.

From the results of the study, it can be seen that the village head of Baruh Kembang and the village head of Balah Paikat will respond to disturbances that occur in their village. The village head will start by sorting out the disturbances that occur, then will look for the right solution/solution to relieve the disturbance. The things above are in accordance with the opinion of Mintzberg in Thoha (2015: 18) that "The role as a distraction reliever makes the leader responsible when the organization experiences a crisis/disruption which is often not planned in advance". Thus, the village head of Baruh Kembang and the village head Balah Paikat has successfully carried out its role in tackling COVID-19.

## 9. Resource Allocation

Sharing resources is one form of decision-making that a leader can carry out. The allocation of resources owned by the organization, both funds, personnel, materials, equipment, facilities, and services to run community development programs efficiently and effectively is needed by the group / community so that leaders have this role to regulate and empower existing resources. so that the implementation of development can run according to the existing plan. So, based on the results of interviews and observations in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the role of the Balah Paikat village head as a resource alligator are both very good. From the results of the study, it can be seen that the village head took part in determining the BLT DD recipient community. So that if there is a mismatch in placement, the village head can immediately address it.

## 10. Negotiator

Leader also has an important role in the success of the community development program through negotiations, both internal and external from the group / community so that the implementation of development can run well. So, based on the results of interviews and observations in Baruh Kembang village and Balah Paikat village, it can be concluded that the role of the Baruh Kembang village head and the role of the Balah Paikat village head as a negotiator are both very good.

From the results of the study, it can be seen that the village head of Baruh Kembang and the village head of Balah Paikat in the negotiations paid attention to the interests and welfare of the community. All complaints from the community can be conveyed properly and negotiations prioritize a sense of kinship. The things above are in accordance with the opinion of Mintzberg in Thoha (2015: 19) that "The role of a negotiator asks the leader to actively participate in negotiations. Leaders from time to time will be involved in negotiations with parties within the organization as well as parties outside the organization, a process like this requires leaders to develop strategies that benefit their organization.

## **Inhibiting Factors**

As a community leader, it is appropriate if a village head knows the actual conditions or conditions of the community. Because by knowing the actual condition of the community, they can take the right steps in making decisions and actions. Because if the leader does not know the condition of the

community, it will be a misunderstanding that cannot be accepted by the community.

Based on the results of the researcher's observations, there are still many people from Baruh Kembang village and Balah Paikat village who do not follow health protocols, especially 3M wear masks, keep their distance and wash their hands. People who are doing activities around their homes, such as shopping at stalls and going to their gardens, don't wear masks, let alone keep their distance. There were still crowds found, especially in stalls and at patrol posts.

Based on observations made by researchers, the average community uses masks only when traveling to certain places, for example to Village Offices, Hospitals, Health Centers and other places that apply strict health protocols. Even so, many are still carrying out the health protocols as recommended by the Central Government so that they can always reduce the spread of COVID-19.

Participation is an important component in various activities. People are the main component that must be involved in every process of community empowerment. The needs, interests and expectations of the people become the direction of every policy. The principle of participation is to involve or participate directly in the community, and can only be achieved if the community itself takes part, from the beginning, in the process, and in the formulation of results. Therefore, for the smooth process of community empowerment, the community as the object and subject of community empowerment must participate which can be realized in various forms such as the willingness of the community to attend meetings held in the village, give ideas or ideas, donate energy or in the form of money or goods.

## **Supporting Factors**

The Ministry of Villages, Development of Disadvantaged Regions and Transmigration stated that village funds could be used to prevent and overcome the spread of Covid-19. Village funds can be used for prevention and any handling of Covid-19 in the village. Referring to Permendes Number 11 of 2019 concerning Priority for Use of Village Funds in 2020. Village funds can be used for handling the Corona virus or Covid-19 outbreak according to the protocol and instructions of the Task Force in the regions. Village funds transferred from the central government to every village in Indonesia can be used to prevent and manage the spread of the corona virus or Covid-19.

Another source of funding for the prevention of COVID-19 is village funds from the central government (APBN). Village funds are on-budget budget allocations that can be used directly to support efforts to reduce the impact of Covid-19 at the household and village levels.

## **Conclusion**

Based on the results of observations, documentation and interviews that have been carried out by researchers, it can be concluded several things as follows:

1. As a figurehead, leader, liaison, monitor, disseminator, spoke person, entrepreneur, disruption handler, resource allocation, and negotiator, it can be concluded that the role of the village head in tackling COVID-19 in Daha Utara District, Hulu Sungai Selatan Regency (Comparison of Baruh Kembang Village) with Balah Paikat village), in terms of collecting data on vulnerable populations, conducting information dissemination and education regarding covid-19, spraying disinfectants, monitoring Covid-19 patients and population mobility, as well as collecting logistical data and distributing health facilities, the role played is Baruh Kembang village head and Balah Paikat village head for now are both very good, although the entrepreneurial indicators are not optimal but other indicators are very good.

2. The inhibiting factor for the village head in tackling covid-19 in Daha Utara District, Hulu Sungai Selatan Regency (Comparison of Baruh Kembang village with Balah Paikat village) is the condition of the population and Population Participation. Meanwhile, the supporting factor for the Baruh Kembang village head and the Balah Paikat village head in tackling COVID-19 is village funds.

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