

LOCAL POLITICAL COMMUNICATION STRATEGY IN IMPROVING VILLAGE PUBLIC SERVICE PERFORMANCE

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ABSTRACT. The public considers that bureaucratic performance in public services is still low, by listening to community voices, village governments can be more responsive and adaptive to local conditions and needs. This research aims to analyze local political communication strategies implemented by village governments in improving the performance of village public services. This research used qualitative methods with a descriptive approach which allows researchers to understand and explain phenomena in depth in a natural context, data was obtained from primary data, through interview, and secondary data, through official documents, journal and media. The research results show that effective political communication is very important to improve the performance of public services at the village government level. Strategies such as increasing transparency through various communication channels, involving the community through village meetings and discussion forums, and using digital technology can speed up interactions and ensure citizen involvement. Increasing the competency of village officials in communication skills and public service ethics is also crucial for creating responsive and accountable services. Promotion of village program results and achievements can strengthen community trust and encourage active participation in development. However, various challenges such as limited resources, policy incompatibility between the village and national levels, slow bureaucratic processes, and local political dynamics such as group competition and political intervention, still hamper the effectiveness of public services. Low community participation in decision making and monitoring also reduces the sense of ownership and responsibility for village programs, resulting in dissatisfaction and reduced program effectiveness.

Keywords: Communication Strategy; Local Politics; Village Government; Public Services; Community Participation.

INTRODUCTION

In the reform era, the implementation of regional autonomy emphasizes the concept of decentralization which provides opportunities for each region to develop according to its local potential (Suharto, 2012). This is in line with the increasing demand from society for quality public services, even though society's expectations and needs for welfare vary greatly. The public considers that bureaucratic performance in public services is still low, especially in terms of the behavior of officials who should provide good services and in accordance with moral values (Yanto et al, 2023). This condition encourages the implementation of Law Number 25 of 2009 concerning Public Services, which requires the government bureaucracy to continue to carry out reforms to support performance-based state apparatus management programs (Hayat, 2017).

This bureaucratic reform aims to improve government governance so that it becomes more effective and excellent in the future. Since the beginning, bureaucratic reform, especially in public services in various departments and institutions, has been implemented (Podungge & Aneta, 2020). This effort includes increasing efficiency, transparency and accountability in public services, with the hope of increasing public trust in the government. Sustainable reform is expected to be able to create a bureaucracy that is responsive to community needs and able to provide services that comply with high moral and ethical standards (Yusriadi, 2017).

Law Number 6 of 2014 concerning Villages (UU Village) stipulates that one of the main objectives of village regulations is to improve public services for village communities (Mulyono, 2014). In practice, a number of innovations have been made to improve public services in villages. Innovation in the health sector contributes significantly to improving the status of village communities. Apart from that, village administration services also contribute to national population administration services (Elsi et al, 2020). However, the reality on the ground shows that the condition of public services in villages varies greatly. Some villages already have good public services, while quite a few still have problems. Public service standards in villages still do not have clear certainty (Satria, 2020).

The Village Law, which prioritizes the principles of recognition and subsidiarity, should play an important role in encouraging community participation to improve public services in villages. The principle of recognition recognizes the diversity and local wisdom of villages, while subsidiarity gives villages the authority to manage their own households, including in terms of public services. In this context, village communities are expected to participate actively in efforts to improve public services. As a national agenda, providing quality public services is for the welfare of village communities.

However, several facts show that government bureaucracy, especially in the regions, has not achieved effective results in the delivery of public services. This is assumed to be a result of service

performance that has not been optimal, especially in the aspects of behavior and attitudes of government officials (Ali & Saputra, 2020). Many government officials do not pay attention to moral principles in carrying out their duties. As public servants, government officials should uphold bureaucratic ethics. Unfortunately, issues regarding ethics and morality are often considered less relevant to the world of public services (Tomuka, 2013). As a result, the services provided are not optimal and often disappoint the public. Improving public services in villages requires strong commitment from all parties, including the village government, community and central government (Febrian, 2016).

In an effort to improve the performance of public services, political communication plays a very important and valuable role for village government (Hamdillah, 2023). Political communication not only functions as a tool to convey information, but also as a means to facilitate active community participation in the decision-making process at the local level (Mahmudah & Imelda, 2021). Through effective communication, village government can provide clear and accurate information regarding programs and policies that are being and will be implemented. This allows the public to understand the objectives and benefits of each policy implemented, as well as how they can contribute to its implementation (Arifah, 2018).

Apart from conveying information, political communication also opens up space for people to express their aspirations and needs. By listening to community voices, village governments can be more responsive and adaptive to local conditions and needs. Greater community participation in local decision-making processes not only improves the quality of policies produced, but also strengthens the sense of shared ownership and responsibility in village development. A harmonious relationship and mutual trust between government and society is the key to achieving successful sustainable development.

Transparency and accountability in village government can also be improved through good political communication (Putra, 2017). By providing clear and open information regarding village government activities, programs and budgets, the community can monitor the performance of their government (Somali, 2021). Transparent information enables the public to understand how public resources are used and ensures that their use is efficient and fair. This open communication also helps prevent corrupt practices and abuse of power, because the community has access to monitor and evaluate village government actions (Jemanu et al, 2023).

The aim of this research is to explore the role of political communication in improving public service

performance in village government, with a focus on how effective communication can facilitate active community participation, increase transparency and accountability, and strengthen relationships between government and village residents. The benefit of this research is that it provides insight for village governments about the importance of good political communication strategies to improve the quality of public services, encourage community participation in the decision-making process, and build trust and legitimacy in village governments, so as to create a more transparent, accountable, government environment and responsive to community needs.

This research is interesting to study because there has been no other research that examines local political communication strategies in improving public services at the regional level. Several previous studies have focused more on political communication strategy in relation to public policy (Crozier, 2007; Sianturi, 2023) and political parties (Lubis & Tagor, 2022; Susanto & Rahmawati, 2023; Fitriyani, Nasution, Suyanto, 2023).

METHOD

This research uses qualitative methods, as explained by Sugiyono (2016), who states that qualitative research aims to understand social reality by seeing the world as it is, not as it is ideally. Therefore, a qualitative researcher must have an open mind and be ready to explore various perspectives in the field. This method is very suitable for studying complex and dynamic social phenomena, such as political communication in improving the performance of public services in village government. This research uses a descriptive approach, which aims to systematically, factually and accurately describe the facts and characteristics of a particular population or area (Yulianah, 2022).

Through qualitative method, this research used interviews as a primary data and documentation as secondary data. Interviews were conducted with several informants, including the Director General of Village Development, Government Observers from the Institute of Domestic Government (IPDN), and Public Policy Experts from Padjadjaran University. The data analysis technique used in this research includes three main stages: data reduction, data presentation, and drawing conclusions. In the data reduction stage, information obtained from the field is selected, focused and simplified to facilitate further analysis. Data presentation is carried out by arranging information that has been reduced into a systematic and easy to understand form, such as tables, graphs or descriptive narratives.

After reducing data, then data validated through triangulation technique. The final stage is

drawing conclusions, where the researcher interprets the data that has been presented to find patterns, relationships and meaning that are relevant to the research objectives (Miles & Huberman, 1984). With this approach, it is hoped that research can provide an in-depth understanding of the role of political communication in improving the performance of public services in village government.

RESULTS AND DISCUSSION

Village Government Political Communication Strategy in Improving Public Service Performance in Villages

Local politics can simply be defined as all political activities that occur at the local level, including regional government, regional policy formation, and regional head elections. Local politics operates below the national level and includes various administrative entities such as cities, districts, and villages (Agustino & Yusoff, 2010). At this level, various decisions and policies that affect the daily lives of local communities are made and implemented. This includes drafting regional regulations, managing local budgets, and administering various public services that directly impact local residents (Haboddin, 2012).

At the local political level, the national government has limited direct intervention. Each local order has regional regulations (*perda*) which are made to suit the needs and characteristics of their respective regions (Mulyadi, 2016). For example, sharia regional regulations that may be implemented in some regions are not always in accordance with national policy. This regulation reflects regional autonomy which gives local governments the authority to regulate and manage their territory in accordance with existing local conditions and values. This autonomy provides flexibility that allows regions to adapt policies to the specific needs of local communities (Setiawan, 2018).

However, freedom to regulate regions at the local level does not mean that regions have complete freedom to act outside the state framework. The implementation of local politics must remain within the corridor of national policy (Fatur Rahman, 2012). This means that although regions have the authority to develop their own regulations, the regulations and policies implemented must not conflict with national principles and laws. The national government still has a role in ensuring that local policies are in line with national policies to maintain the unity and integrity of the country. Thus, although regional autonomy provides flexibility for regions to manage their local affairs, there is still a need for harmonization between local policies and national level to ensure cohesion and stability in all regions of the country (Leylana & Sarjito, 2024).

Village government is the smallest unit in the government structure of the Republic of Indonesia which is responsible for administering government affairs at the local level. The village government consists of the village head and village officials, who work together with the Village Consultative Body (BPD) to regulate and manage the interests of the local community (Makhfudz, 2022). The implementation of village government is based on local origins and customs which are recognized and respected in the national government system. This reflects the implementation of local politics in accordance with the unique needs and characteristics of each village, while remaining within the framework of national laws and regulations (Sumeru, 2016).

As the lowest organizational unit in the government of the Republic of Indonesia, the village government is under and directly responsible to the sub-district government. In the local political context, the village government plays an important role as a government tool that implements policies and regulations set at a higher level, but with adjustments according to local needs (Endah, 2018). The applied deconcentration principle allows village governments to manage local affairs with the necessary flexibility, while maintaining coordination with sub-district and higher level governments (Irawati, 2021).

The role of the village government in maintaining local political calm and stability is very crucial. This is realized through implementing responsive policies and building strong synergy with village residents. A responsive village government is a government that is able to listen and respond effectively to the needs and aspirations of the community. Policies that are designed taking into account the conditions and desires of society tend to be more accepted and supported, thereby creating stronger political stability. Apart from that, synergy between the village government and the community is the main key to building trust and solid cooperation. With good and transparent communication, the community feels more appreciated and involved in village development, which in turn will strengthen local political stability.

Political communication plays a key role in realizing active community involvement and maintaining local political stability in the village. Through effective political communication, village governments can convey information about policies, programs and decisions that will be or have been taken, so that the community understands the goals and benefits of each policy implemented. Good communication also opens up space for dialogue between the government and society, allowing citizens to convey their aspirations, complaints and suggestions. By listening to and responding to

feedback from the community, village governments can make policies that are more responsive and targeted. In addition, transparent and accountable political communication helps build trust between the government and society, because citizens can see that the government is acting honestly and responsibly. This not only strengthens the legitimacy of village government but also encourages active community participation in various stages of the decision-making process, which in turn increases the effectiveness and success of village development programs.

Considering the importance of village government political communication in efforts to improve public service performance, a number of strategies are needed. These strategies include: increased transparency, dialogue and community participation, information and education campaign, the use of technology, increasing the competency of village apparatus, performance and achievement promotion, local political challenges in improving public service performance in villages.

Increased Transparency

Providing clear and open information regarding village government policies, programs and budgets is an important step in building transparency and public trust. By conveying detailed information through various communication channels, village governments ensure that communities have easy and direct access to relevant information. Notice boards in public places such as village halls and village offices function as effective traditional communication channels, allowing important information to be seen by all village residents. This notice board must be updated regularly with the latest information to ensure that the public always gets accurate data.

In addition, based on the interview with the informants, especially from IPDN and Universitas Padjadjaran, the use of social media is an important strategy to reach a wider and younger audience. Platforms such as Facebook, Instagram and Twitter allow village governments to disseminate information in real-time and interact directly with the community. Social media also provides a forum for discussing and answering questions from citizens, which can strengthen relations between government and society. By utilizing features such as posts, live streaming, and stories, village governments can provide information about activities, new policies, as well as the results and achievements of programs that have been implemented.

The village website is an important communication channel for providing more in-depth and comprehensive information. Through the website, village governments can upload important documents such as annual reports, budget details and program

evaluation results, which can be accessed at any time by the community. A website that is user-friendly and regularly updated allows people to search for information easily and gain a better understanding of how decisions are made and resources are used. Informant from Ministry of Home Affairs, especially the Director General of Village Development, told by integrating these various communication channels, village governments can ensure that information is disseminated effectively and transparently, supporting community involvement in decision-making processes.

Dialogue and Community Participation

Holding village meetings, discussion forums and regular public consultations is an important strategy to involve the community in the decision-making process at the village level. Village meetings, which are often held periodically, allow all village residents to gather and dialogue directly with the village government on important issues. In this forum, the public can submit opinions, raise problems, and provide suggestions about policies and programs that will be or are being implemented. All the informants admitted that village deliberations not only strengthen participatory democracy but also ensure that policies adopted more accurately reflect the needs and desires of village residents.

Discussion forums are an opportunity for smaller community groups or specific sectors to discuss specific issues in more depth. Through this forum, village governments can obtain input from groups that have special interests or expertise, such as farmer groups, local entrepreneurs, or youth. This more focused discussion allows for detailed problem identification and a more focused search for solutions. Discussion forums also provide a platform for the public to share experiences and ideas that can enrich decision-making processes and increase the relevance of implemented policies.

Public consultation, on the other hand, is a formal process often conducted through surveys, question-and-answer sessions, or the distribution of policy documents to obtain feedback from the public. Public consultations provide an opportunity for village residents to provide input anonymously and in a structured manner, which can be invaluable in identifying concerns or hopes that may not be expressed in discussion forums or village meetings. By involving the community in various stages of decision making through deliberations, forums and consultations, village governments can ensure that the resulting policies and programs are more inclusive, responsive and in line with the needs and aspirations of the community. This also strengthens the community's sense of ownership and responsibility for village development.

Information and Education Campaign

Launching a communication campaign aimed at educating the community about their rights, public service procedures, and ways to actively participate in village development is a strategic step to increase citizen understanding and involvement. This campaign can be started by holding a seminar attended by various parties, including village officials, experts and community leaders, to provide an in-depth explanation of residents' rights and the procedures that must be followed in accessing public services. This seminar can also serve as a forum for questions and answers, where participants can obtain direct clarification regarding policies or procedures that may not be fully understood.

Workshops are another effective method for involving the public in educational campaigns. In the workshop, participants not only receive information but also practice directly through simulations or case studies. For example, workshops can teach residents how to fill out administrative forms, understand the village budget, or participate in village meetings. With this participatory method, communities not only understand theory but also gain practical skills that can be directly applied in their interactions with village government and in the development process.

Apart from seminars and workshops, educational materials such as brochures, videos and infographics also play an important role in communication campaigns. Easy-to-understand brochures and informative videos can present important information in a more concise format that is easily accessible to all levels of society. Attractive infographics can visualize complex data or procedures in a simple and easy to understand way. By providing various forms of educational material, village governments can ensure that the information needed to actively participate in village development is available to the entire community, as well as increasing awareness and involvement of residents in the development process.

Use of Technology

Utilizing digital technology such as social media, mobile applications and online platforms is a very effective strategy for improving communication between village government and the community. Social media, such as Facebook, Instagram and Twitter, enable village governments to disseminate information quickly and widely. Through regular posts, village governments can inform the community about the latest policies, upcoming programs, and important events. Social media also provides a channel for citizens to ask questions, provide feedback, and participate in discussions, which helps strengthen engagement and transparency.

Mobile applications also play an important role in facilitating more personal and direct communication. By developing special applications for villages, the government can provide features that allow people to access public services, report problems, or follow the latest developments in real-time. These applications can include features such as service registration, submitting requests, or reporting complaints that allow residents to interact directly with the village government without having to come to the office. This not only increases efficiency but also speeds up responses to community needs and problems.

Online platforms such as village websites are also very important in providing more in-depth and detailed information. A well-managed website can present annual reports, policy documents and current news in a format that is easily accessible to the public. Additionally, a website can serve as a centralized information center where citizens can find guidance, administrative forms, and important contacts. By using digital technology effectively, village governments can ensure more efficient and interactive communication, strengthen relationships with communities, and improve the quality of public services at the local level.

Increasing the Competency of Village Apparatus

Providing training and guidance to village government officials regarding communication skills and public service ethics is an important step in improving service quality. This training is designed to develop officers' communication skills, so that they can convey information clearly and effectively, and handle public requests and complaints professionally. Informants from IPDN and Universitas Padjadjaran told that good communication skills include the ability to listen empathetically, speak persuasively, and write clearly. With these skills, village government officials can interact better with the community, explain policies, and provide appropriate solutions to problems faced by residents.

In addition to communication skills, training should also cover public service ethics. This ethics includes principles such as honesty, transparency and responsibility in carrying out duties. Village government officials who understand and apply public service ethics will be better able to maintain the integrity and trust of the community. They will be more careful in handling problems fairly and impartially, and more responsive to community needs. Strong ethics also help prevent corrupt practices and abuse of authority, which can damage the relationship between village government and its citizens.

Ongoing and systematic coaching is also important to ensure that the skills and ethics learned are

applied consistently. Through regular evaluations and feedback from the community, village governments can identify areas that need improvement and provide further training as needed. With this approach, village government officials will continue to improve in the quality of their services, increase community satisfaction, and strengthen relationships between government and residents. Effective training and coaching will ultimately contribute to the creation of a more efficient, responsive and accountable village government.

Performance and Achievement Promotion

Informing the community about the positive results and achievements that have been achieved by the village government is a very important strategic step to strengthen community trust and involvement. When the community gets clear and detailed information about the success of village programs, they will have a more positive view of the village government. This can be done through various communication channels, such as social media, notice boards, village bulletins, and community meetings. With this transparency, people can see how the policies and programs implemented provide real benefits for their daily lives.

For example, if a village government succeeds in increasing access to clean water, improving road infrastructure, or implementing an effective health program, these results must be widely socialized. The use of infographics, video documentaries and engaging annual reports can help convey these achievements in a way that is easy for all to understand. The information presented is not only in the form of statistical data, but also success stories from residents who have felt the positive impact of these programs. This will make the community feel closer and emotionally involved with the development efforts carried out by the village government.

Apart from strengthening trust, informing people about achievements can also motivate them to be more actively involved in the development process. When citizens see that their efforts and participation can result in positive change, they will be more motivated to contribute. Village governments can hold awards or celebration events to celebrate certain achievements, which not only recognize the government's efforts but also the active participation of the community. In this way, the community will feel that they are an important part of this success, which ultimately increases their sense of ownership and shared responsibility in maintaining and continuing sustainable village development.

Local Political Challenges in Improving Public Service Performance in Villages

Improving the performance of public services at the village level in the local political context faces various challenges. As mentioned by the Director General of Village Development, there are some main challenges often faced by village governments, such as: resources limitations, lack of capacity and competence of village apparatus, technology and infrastructure limitations, slow and unresponsive bureaucratic culture, lack of community participation, misalignment of local and national policies, local political influence.

1. Resource Limitations

Many villages face limited financial, human and infrastructure resources, which is a major challenge in providing adequate public services. Village budgets are often very limited and unable to cover all the basic needs of the community, such as education, health, infrastructure and administrative services. These financial limitations hamper the village's ability to carry out necessary improvements and development of public facilities. For example, many villages do not have access to clean water, proper roads, or adequate health facilities. These limitations make it difficult for villages to achieve public service standards that are equivalent to more developed areas.

Apart from financial limitations, villages also face serious problems in terms of human resources. The limited number of trained and competent workers is a major obstacle in providing optimal services to the community. Many village officials do not have adequate training in administrative management, information technology and public services. This lack of skills results in the services provided being less efficient and often not meeting community expectations. Without adequate training and coaching support, it is difficult for village officials to improve their performance and service quality. Apart from that, limited technological infrastructure, such as uneven internet access, also worsens this situation. Thus, this resource challenge requires special attention from central and regional governments to provide the necessary support in the form of additional budgets, training and adequate infrastructure development.

2. Lack of Capacity and Competence of Village Apparatus

Village officials often lack adequate training and knowledge in terms of public service management, administration and technology, which is a serious challenge in efforts to improve the quality of services at the village level. The inability of village officials

to manage administration well can cause various problems, ranging from slow service processes to administrative errors that can have a negative impact on the community. For example, a lack of understanding of correct administrative procedures can result in delays in processing important documents such as birth certificates, identity cards and land certificates. This not only hampers community access to basic services but also reduces residents' trust in village government.

Apart from that, the lack of knowledge and skills in information technology is a big barrier in the current digital era. Many village officials are not used to using computers or the internet, making it difficult to implement management information systems that can increase work efficiency. In fact, technology can be a very effective tool in speeding up administrative processes, providing accurate data, and facilitating communication between village government and the community. Without adequate training, village officials will not be able to utilize the maximum potential of technology, which ultimately hinders efforts to modernize and improve public services. Therefore, a sustainable and comprehensive training program is needed to improve the competence of village officials in public service management, administration and technology, so that they can provide services more efficiently and in accordance with the standards expected by the community.

3. Technology and Infrastructure Limitations

In many villages, access to information and communication technology is still limited, which is one of the main challenges in improving the performance of public services. Technological infrastructure such as a stable internet network, computer equipment and adequate software is often not available in villages. This lack of infrastructure prevents village governments from implementing effective information systems that can support various administrative functions and public services. Without access to technology, many village administration processes are still done manually, which is not only time consuming but also prone to errors and data inaccuracies. For example, managing population data, recording village finances, and documenting various public services are often not well integrated, causing inefficiencies and difficulties in monitoring and evaluating village programs.

The lack of technological infrastructure also makes communication between the village government and the community difficult. In the digital era, information technology should be used to disseminate important information, such as village policies, development programs and available services, to the community quickly and

widely. However, without adequate access to the internet and communication devices, village governments have difficulty reaching all levels of society. This also limits community participation in the decision-making process, because online forums and social media which can be a means of citizen participation cannot be accessed effectively. This limitation creates information gaps and reduces the level of transparency and accountability of village governments. Therefore, investment in developing technological infrastructure in villages is urgently needed to ensure that all village residents have equal access to information and public services, as well as to support more effective and participatory communication between the government and the community.

4. Slow and Unresponsive Bureaucratic Culture

Bureaucratic processes at the village level are often slow and unresponsive to community needs, which is one of the main obstacles in improving the performance of public services. Many villages still rely on long and complicated administrative procedures, so it takes a long time to complete various applications and process documents. For example, processing certificates, business permits or social assistance can take days or even weeks because they have to go through various bureaucratic stages. This slow process not only reduces service efficiency, but also increases dissatisfaction and frustration among people who need fast and precise services.

A rigid bureaucratic culture and lack of innovation in villages also hinder efforts to improve public services. Many village officials tend to stick to old ways of carrying out administrative tasks, reluctant to try new methods that may be more efficient and effective. Lack of initiative to innovate in public services is often caused by fear of change, lack of training, and lack of support from superiors. Apart from that, a bureaucratic attitude that is not proactive in listening to and responding to community needs adds to this problem. As a result, the potential to improve public service performance through more modern and efficient approaches cannot be fully exploited. To overcome this problem, changes in organizational culture are needed that encourage innovation, as well as ongoing training and development for village officials so that they are more open to change and more responsive to community needs.

5. Lack of Community Participation

The low level of community participation in the decision-making process and monitoring the implementation of policies in villages greatly reduces the effectiveness of public services. When

communities are not actively involved in planning and implementing village programs, they tend to feel that the policies are not relevant to their needs and aspirations. This often results in a low sense of ownership and responsibility for the programs being implemented. For example, infrastructure development programs that are planned without consultation and input from residents are often not in accordance with the community's priorities or real needs, so that their use is not optimal and the benefits are not felt evenly.

Lack of supervision from the community also opens up opportunities for irregularities and inefficiencies in the use of village budgets, which ultimately harm public services. When the community is not involved in monitoring policy implementation, there is a high possibility of abuse of authority and inaccuracies in program implementation. Therefore, increasing community participation in every stage of decision making and policy implementation is key to ensuring that village programs truly reflect and meet the needs of residents, as well as strengthening the sense of shared ownership and responsibility in village development. Active community participation not only provides legitimacy to the policies made, but also encourages transparency, accountability and sustainability of village programs. Top of Form Bottom of Form

6. Misalignment of Local and National Policies

Sometimes, policies and regulations implemented at the village level are not in line with national policies, which can give rise to various conflicts and obstacles in the implementation of programs in the village. This discrepancy often occurs due to differences in priorities and needs between the central government and village governments. The central government may have a national agenda and programs designed to be implemented broadly throughout the country, while the village government is more focused on local issues that are specific and urgent for local communities. As a result, when national programs are forced to be implemented in villages without adequate adjustments, this can conflict with local conditions and cause resistance from the community and village officials. For example, a large-scale infrastructure development program initiated by the central government may not be in line with village priorities that require more development in the agricultural or health sectors.

This kind of conflict not only hinders the implementation of village programs, but can also cause distrust and tension between different levels of government. Village governments that feel ignored or forced to follow policies that do not meet their needs may be less cooperative in implementing

national programs. On the other hand, the central government may view non-compliant villages as an obstacle to achieving national targets. To overcome this problem, better communication and coordination between the central and village governments is needed. National policies need to be designed with flexibility that allows for adaptation to local contexts, and village governments must be empowered to voice their needs and aspirations. In this way, policies and programs can be more harmonious, increase the effectiveness of implementation, and meet the needs of society at all levels.

7. Local Political Influence

Local political dynamics, including competition between political groups and intervention from local political actors, can disrupt decision-making processes that are objective and based on community needs. Competition between political groups often results in decisions that prioritize the interests of certain groups over the general interest. For example, village budget allocations or the selection of development projects can be influenced by pressure from groups that have political power or close ties to village officials. As a result, the resulting policies may not be in accordance with society's main priorities, but rather be more inclined to benefit certain groups that have influence. This can give rise to dissatisfaction and a sense of injustice among village residents who feel unrepresented or ignored.

Intervention from local political actors can also complicate decision-making processes at the village level. These actors, including politicians, community leaders, or public figures who have personal or group agendas, often try to influence village policy for their own benefit. This kind of intervention can come in the form of lobbying, pressure, or even threats, making it difficult for village officials to make decisions that are truly independent and based on objective analysis. Apart from that, political intervention can also cause instability in village government if conflict between political actors becomes more intense. This not only hinders effective governance, but can also reduce the morale and morale of village officials. To overcome these disturbing political dynamics, stronger mechanisms of transparency, accountability and public participation in the decision-making process are needed, as well as efforts to build a healthy political culture oriented towards the public interest.

CONCLUSION

Effective political communication is the main key in improving the performance of public services at the village government level. By implementing

strategies such as increasing transparency through various communication channels, involving the community through village meetings and discussion forums, and using digital technology to speed up interactions, village governments can ensure active involvement and participation of residents. Increasing the competency of village officials in communication skills and public service ethics is also very important to create responsive and accountable services. In addition, promoting the results and achievements of village programs can strengthen community trust and encourage more active participation in development. The dynamics of local politics and various structural and cultural challenges at the village level have a significant influence on the effectiveness of public services. Even though there are policies and efforts to improve public services in villages, there are still various obstacles that must be overcome. Limited financial, human and infrastructure resources, as well as a lack of training and knowledge of village officials, hamper the efficiency and quality of services. In addition, policy mismatches between the village and national levels, slow bureaucratic processes, and a rigid bureaucratic culture exacerbate this situation. Low community participation in the decision-making process and monitoring village policies is also a major obstacle, reducing residents' sense of ownership and responsibility for the programs being implemented. When communities are not involved, the resulting policies often do not meet their needs, causing dissatisfaction and reducing program effectiveness. Local political dynamics, including competition between groups and intervention by political actors, also disrupt objective, community needs-based decision-making processes, adding complexity and instability to village governance.

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