



## Performance of Village Officials in Government Administration in Huristak District, Padang Lawas Regency: Viewed from an Islamic Perspective

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### Abstract

*This study seeks to analyze the performance of village officials in governance from an Islamic perspective. This study aims to analyze the performance of village officials in governance in Huristak District, Padang Lawas Regency, focusing on Islamic perspectives. The research method used is a qualitative approach using in-depth interviews, observation, and documentation. The study respondents involved village officials, community leaders, traditional leaders and local religious leaders. The collected data is analyzed through a contextual approach and reviewed from an Islamic point of view. The results of this study show that the performance of village officials in the context of governance has achieved maximum results. This assessment is based on the understanding and implementation of Islamic principles in village governance. In various limitations, village officials have succeeded in establishing strong community participation mechanisms in decision making, creating fair public services, and ensuring accountability and transparency in every policy taken. The involvement of religious leaders in the decision-making process is also a determining factor in achieving maximum results. The initiative helps to effectively integrate Islamic values in all aspects of village governance. In addition, close collaboration between village officials, community leaders, and clerics has contributed positively to sustainable development and community welfare. The implications of the results of this study can be used as a reference for local governments, village officials, and other stakeholders to strengthen and maintain the success that has been achieved in presenting governance in accordance with Islamic values in Huristak District and its surroundings.*

## Introduction

The performance of village officials is a governance activity carried out by the Village Government and the Village Consultative Body. Village Government is the administration of government affairs and the interests of local communities in the government system of the Unitary State of the Republic of Indonesia. Village Government consists of the Village Head and village officials. Furthermore, the village apparatus consists of the Village Secretary and other Village Officials. The definition of other village officials is a person who is qualified and appointed to assist the Village Head in carrying out duties and authorities. Village Head auxiliary devices consisting of Village Secretary, field technical implementers such as the Head of Affairs and regional elements such as Hamlet Heads / other designations (Ali & Saputra, 2020).

From an Islamic perspective, there are a number of principles that a leader must uphold in carrying out his duties, both on the scale of state leadership and at a smaller level. These principles include fair law enforcement, the importance of deliberation, the obligation to fulfill trust, and integrity in keeping promises, along with other principles. In some communities,

religion can play an important role in determining the ethical and moral standards expected of village officials. Religion often emphasizes values such as honesty, justice, and service to the community, which are important characteristics of good performance for village officials. In this regard, religions can provide moral and ethical frameworks that guide their actions. When viewed from the aspect of Islamic history, among the determinants of the success of the Prophet Muhammad (peace be upon him), both as a religious leader (prophet), and as a political leader (head of state) is the nature of trustworthiness and justice. This trustful and just nature was always inherent in the person of Muhammad even before he was made a prophet, and hence he was nicknamed by the trustworthy title "al-amin", who could carry out the trust (Fikriana & Rezki, 2023; Kurniawan et al., 2020).

Based on data from the Central Statistics Agency (BPS), there are 83,794 village-level administrative areas in Indonesia in 2022. This number includes sub-districts and Transmigration Settlement Units (UPT)/Transmigration Settlement Units (SPT). The existence of these villages is recognized by the State as contained in Law No. 6 of 2014 concerning villages. Village is a unit of government under the Regency / City level. However, the status of a village is not the same as a village that does not have the right to fix and regulate all the interests of the community in the area. Village government has duties and responsibilities or responsibilities or responsibilities to the process of implementing duties and functions in carrying out regulations that have been applied at the village level. The regulations in the village must be fulfilled by the village household in order to run well (Sufaidi et al., 2023).

Conceptually, the village is a unit of territory inhabited by a number of families who have their own government system. The village is a legal community unit that has an original structure based on special rights of origin. The rationale of village governance is diversity, participation, native autonomy, democratization and community empowerment. Government Regulation of the Republic of Indonesia Number 72 of 2005 concerning Villages stipulated on December 30, 2005 in Article 1 states that what is meant by Village Government is the implementation of government affairs by the Village Government and Village Consultative Body in regulating and managing local communities based on local origins and customs that are recognized and respected in the Unitary State Government system of the Republic of Indonesia as mentioned in Law that in a Regency / City Government formed Village Government and Village Consultative Body.

In general, performance is the result of work in quality and quantity that can be achieved by an employee in carrying out his main duties and functions as a village apparatus in accordance with the responsibilities imposed or given to him. Performance can basically be seen from two aspects, namely employee performance (per individual) and organizational performance. The performance of the village apparatus is the result of individual work in an organization. While organizational performance is the totality of work results achieved by an organization. The term performance comes from the word *job performance* or *actual performance* (actual work performance or achievement achieved by someone). In Indonesian large dictionary it is stated that performance means: (1) something achieved, (2) achievement shown, (3) work ability. Understanding performance (work performance) is the result of work in quality and quantity achieved by an employee in carrying out his duties (Pakarain & Abdussamad, 2022).

According to Hadari Nawawi, performance is defined as the level of effectiveness and efficiency of work implementation (*performance*) that produces work performance, which is categorized as productive in terms of quantity and internal value in the form of process quality in producing something and external value in the form of quality of results. Performance according to Lan is a description of the level of achievement of the implementation of an

activity / policy in realizing the goals, objectives, mission and vision of the organization. Mangkunegara stated that in general performance is divided into two, namely individual performance and organizational performance. Individual performance is the result of employee work, both in terms of quality and quantity based on predetermined work standards, while organizational performance is a combination of individual performance with group performance (Putro, 2018).

Performance basically focuses on the problem of the process of planning, implementation and results achieved after carrying out or carrying out a job. In an organization or government agency, performance is often referred to as the purpose of a work program and a response to the success or failure of a predetermined policy. Therefore, this achievement is very important. While the performance of employees or apparatus is an ability of employees or apparatus in carrying out their duties and functions.

The performance of the village apparatus is very important to be studied, because based on this performance we know how well it can perform the tasks given. The performance of the apparatus in serving the community is one measure of the success of an agency or institution. The apparatus is an element that can achieve efficiency and effectiveness to succeed or not in carrying out the functions and tasks of the agency or institution. Therefore, the performance of an employee or apparatus is expected and required to be effective in carrying out his work in order to ensure the smooth and accelerated service to the community correctly and appropriately. This effectiveness is a measuring tool for agencies or institutions to measure the ability of an apparatus to achieve its needs or goals.

The concept of quality is a measure of organizational success not only in business organizations, but also in government organizations or institutions as public service providers. The government is required to always conduct surveys regarding the wishes and assessments of the community on the services provided. Moreover, quality is an important topic in the provision of services. The quality of public services is determined by how good the attitude and behavior of state administrators or government agencies in carrying out their duties and authorities to the community and the level of public satisfaction which is characterized by improved public welfare from time to time.

One of the functions of government administration is community services carried out by government officials. Village officials are part of the government apparatus which is one of the components that have the role of implementing government duties. Village officials are employees appointed by officials who are authorized to carry out government duties related to service to the community. The village government must be able to take care of its government for the benefit of its village community. This can be realized by improving services that have the main orientation is the community. To be able to carry out the mandate properly, the village government also has rules that can improve the maximum quality of service for the community / public.

Another fact, the community still often complains about village government officials who lack understanding of the needs of residents, especially in the field of development and services. To obtain simple services, people are often faced with difficulties. Village government officials do not feel called to improve efficiency and improve work procedures. Based on this analysis, the researcher feels that the above problems are worthy of investigation.

## **Methods**

This type of research is qualitative research, which is research based on events that occur in the field. According to Creswell, qualitative research is an approach or tracing to explore and understand a central phenomenon. To understand these central symptoms, researchers

interview research participants or participants by asking questions. While according to Bogdan and Taylor, qualitative research is a research procedure that generates descriptive data: speech or writing and observable behavior of people or (subjects) themselves. Meanwhile, according to Strauss, qualitative research is a type of research that produces findings that are not obtained by statistical procedure tools or other quantification tools (Raco, 2020; Semma, 2008; Ahmadi, 2014).

The approach in this study uses a theological approach. This approach is used to analyze the performance of village officials in governance. In this case, researchers can conduct in-depth interviews with village officials, religious leaders, and local community leaders to understand how Islamic principles are applied in governance in Huristak District, Padang Lawas Regency (Adlini et al., 2022; Assyakurrohim et al., 2022).

There are two types of data sources used in this study, namely primary and secondary data sources. Primary data includes, interview data of several figures in the community, such as, village officials, traditional leaders, religious leaders. While secondary data include literature books, journals of works related to the object of research. Data collection in this study was carried out using techniques of natural conditions of primary data sources, and more on participatory observation techniques, in-depth interviews, and documentation. After the data and information have been collected completely, the data and information will be analyzed according to the data collected, using qualitative analysis, namely research that seeks to draw values from the data obtained in the field in depth. Furthermore, the findings resulting from this qualitative analysis will help describe and explain the situation that occurs in the field comprehensively, so that it can contribute significantly to the understanding and development of knowledge related to the performance of village officials when viewed from an Islamic perspective (Idris, 1987; Hassan, 2019; Moeloeng, 2013).

## **Results and Discussion**

### **Performance of Village Officials in Government Administration in Sialagundi Village and Huta Pasir Ulak Tano Village**

Sialagundi is one of the villages in Huristak District, Padang Lawas Regency, North Sumatra Province, Indonesia. Huristak sub-district, the capital city is Huristak which has 27 Kelurahan (Villages). Sialagundi Village is the 6th village in Huristak District which consists of 6 hamlets, namely Poken, Central Village, Sitarboto, Simaninggir, Batu Gana, and Ulu bondar.

Customs and religion play a central role in shaping the daily lives of the people in both villages. Although the entire population is Muslim, traditional traditions related to the values of togetherness, mutual assistance, and kinship are still upheld. Nevertheless, both villages still adapt to changing times, including the use of modern technology, but they also remain strong in maintaining and maintaining the heritage of traditional values they profess. Furthermore, in a religious context, the people of Sialagundi Village and Huta Pasir Ulak Tano Village also carry out the principles of Islamic teachings by applying values such as compassion, justice, and helpfulness in interactions between residents (Subadi, 2019).

The relationship between customary, cultural, and religious conditions and the performance of village officials must be synergistic, where village officials act as facilitators to maintain and strengthen traditional values while also advancing the development and welfare of the community as a whole (Interview with Mr. Dahran Harahap, 25 April 2023). In Islam, it is important to understand that religious values should be the foundation that strengthens and revives local traditions, not replace them. The customary, cultural, and religious conditions in the two villages should reflect the harmonious integration of Islamic teachings with local traditions. For example, customary practices such as religious celebrations or local rituals

should not contradict Islamic teachings, and instead, Islamic values such as justice, modesty, and helpfulness should be reflected in the daily life of the village. Assessment of the work of village officials is a very important activity because it can be used as a benchmark for the success of village officials in achieving their performance. By assessing performance, previous performance can be used as an evaluation and as an effort to improve future performance which can be done better, directed and systematically (Interview with Mr. Manaon Hasibuan, April 26, 2023).

Bureaucratic performance can actually be analyzed from various dimensions, such as the dimensions of responsiveness, responsibility and accountability. This responsiveness is very necessary in improving public services because it is proof of the ability of officials to recognize the needs of their communities (Interview with Mr. Sarkawi Hasibuan, April 26, 2023). In this case, according to the results of observations in the field, the performance of village officials in Huristak sub-district, especially in Sialagundi Village and Huta Pasir Ulak Tano Village in terms of responsiveness is quite good. For example, in the implementation of village deliberations (Musdes), village officials invite all levels of society to participate in carrying out deliberations, and the community is given space to propose and discuss what development the community needs or what other things will be made according to the needs of the community. Furthermore, village officials are also swift in responding to community complaints if problems occur between communities and finding solutions in solving existing problems (Interview with Mr. Dahran Harahap, April 25, 2023).

The analysis of the performance of village officials is then reviewed in terms of responsibility, responsibility is a measure of whether the implementation of activities is in accordance with the principles of correct administration. Organizational responsibility refers to the conformity of the implementation of the organization's work with applicable and responsible work procedures and procedures. In the implementation of village government, the village government is responsible for carrying out work in accordance with the duties and functions that have been entrusted to each part of the village government element which is charged as a form of responsibility to carry out the duties, functions and authorities that have been entrusted to each village government apparatus in the administration of village government (Malik, 2020).

In relation to responsibility, the performance of village officials in Huristak sub-district, Padang Lawas Regency, especially Sialagundi Village and Huta Pasir Ulak Tano Village, has not been in accordance with applicable procedures and work procedures. The level of responsibility of village officials in the two villages regarding the clarity of service procedures provided to the community can be said to be poor. for example, in population administration, the service procedures provided are not fully in accordance with the Standard Operating Procedures (SOP) of administrative requirements that must be met by the community. As explained by one of the respondents of the Sialagundi Village community, Mr. Ongku Harahap. He explained that:

*"There is no clarity in this village on how the correct administrative management system is in accordance with the Standard Operating Procedures (SOP). For example, every community who wants to take care of correspondence administration, such as moving ID cards, etc., so that the community immediately takes care of the nearest service bureau or photocopy because there are no facilities provided by village officials" (Interview with Mr. Ongku Harahap, April 25, 2023).*

Clarity and certainty in service is one of the most important things for the community. Therefore, service implementation officers are expected to be responsive and capable and

responsible in carrying out the mandate in providing good service. For the sake of smooth public services, government officials must improve their attitudes and abilities in serving the community. One of them is by increasing discipline against procedures that have been established in accordance with applicable standards. At least, village officials can utilize existing facilities efficiently, such as the use of village printers in managing correspondence so that people no longer need to use service bureaus or photocopying services, and this is a good step to maximize administrative services to the people in the village.

The analysis of the performance of village officials is further reviewed in terms of accountability, accountability is a concept that is broadly related to the responsibility, either individual or group to their duties, actions and work results. More than just an obligation, accountability involves a commitment to explain and account for actions to those who have rights and interests. This concept includes the obligation to carry out duties honestly, transparently and in accordance with the values upheld, especially in terms of Village Government Implementation Reports.

Village Government Implementation Report is a report on all village activities based on existing village authorities, as well as the duties and authorities of the district/city and provincial governments. The Village Government Implementation Report or abbreviated as LPPD is a monitoring and evaluation mechanism for infrastructure development in the village that must be accountable to the community. Accountability is meant here is accountability by informing reports on infrastructure development in the village to the community and providing information in the form of the main infrastructure development activities delivered orally and in writing.

The village administration also has the obligation to provide reports on the implementation of the government to the Regent through the sub-district head and provide accountability reports to BPD. BPD can ask critical questions on the village government accountability report, and BPD is obliged to submit the village governance report to the community in the form of leaflets posted on notice boards or verbally informed in various meetings with village communities regarding the implementation of village government during the current year.

Village Government Accountability in this case is the suitability of the implementation of infrastructure development and the assessment of the accountability report of the Sialagundi Village and Huta Pasir Ulak Tano Village governments for all development activities whether they are in accordance with the wishes of the community. In other words, BPD must ask the village government to convey the accountability of the village government in the form of LPPD (Village Government Implementation Report) to the community to realize a democratic government with the principle of transparency or openness.

Based on data that has been prepared through interviews with the Head of Sialagundi Village and the Head of Huta Pasir Ulak Tano Village in Huristak District, Padang Lawas Regency, it can be stated that government accountability in the village is well maintained. This is reflected in the practice of village governance which includes the submission and receipt of Village Government Implementation Reports (LPPD) at the end of each year. As stated by the Head of Sialagundi Village, Mr. Pegang Harahap, that:

*"The Village Government Implementation Report (LPPD) is submitted at the end of each year. This report is made by the village government and then submitted to BPD to be forwarded to the Regent through the sub-district. After that, a meeting was held with the community to submit an accountability report on the implementation of village government for one year. Until now, we have not encountered any problems regarding community complaints over village governance reports because everything is arranged*

*according to the budget and we can account for it openly" (Interview with Mr. Pegang Harahap, April 25, 2023).*

In implementing the mandate, local village officials certainly face various challenges in an effort to advance the village, both in physical development and human resource development. Obstacles such as implementing discipline and improving public services, as well as other inhibiting factors, are things that need to be overcome.

### **Performance Obstacles of Village Officials**

There are several obstacles faced by Sialagundi village officials and Huta Pasir Ulak Tano village officials in organizing village government, including the lack of work discipline of village officials and the lack of response of village service officials to the needs of the community. This is due to several factors. *First* that is there are no village facilities (village offices) which are obstacles to discipline and service of village officials in Huristak District, Padang Lawas Regency, especially in Sialagundi Village and Huta Pasir Ulak Tano Village is the absence of village facilities, including village offices. This condition significantly limits the ability of village officials to provide optimal services to the community. Servants who are not optimal can create public dissatisfaction with the performance of village officials. The Head of Sialagundi Village through an interview explained that:

*"It is known that only one village office has been built in Huristak sub-district, which is located in Ganal village. The main obstacle in the construction of village offices in Sialagundi and Huta Pasir Ulak Tano Village is due to limited land that can be granted by the community. According to Village Administration (AD) and Household (RT) rules, village offices can be built on land granted by the community. This condition is a significant obstacle in planning efforts for village office development" (Interview with Mr. Pegang Harahap, April 25, 2023).*

In line with that, village head Huta Pasir Ulak Tano also explained that only one village office has been built in Huristak District, which is located in Ganal Village.

*Second*, the factor of low education level is one of the obstacles that can hinder expertise in carrying out the duties of village officials. As a result, the task of the village government and its ranks becomes less efficient. In the context of Sialagundi Village and Huta Pasir Ulak Tano, field documentation data shows that the majority of officials in the village have not graduated from college (S1), including the village head. In fact, the majority of staff only have education up to high school level.

*Third*, the lack of discipline of officers is a factor that has a negative impact which results in the implementation of the duties of village officials and their tools less effectively. This discipline is not carried out because there is no village office that requires village officials to perform formally. This is also related to the village office, which is a formal facility to carry out administrative duties and provide a foundation for discipline, so village officials have difficulty in complying with unclear rules and regulations.

*Fourth*, the lack of relevant government support, the support in question is an effort from the district government to deliver assistance to every village official, secretary, and tools in the form of administrative technical guidance, expertise, supervision and evaluation. However, based on the results of the analysis, it shows that the government support in question has not been created. This is evidenced by the implementation of the duties of each officer is not well implemented, because the available administrative expertise is not appropriate because the staff placed does not match the competency qualifications of the staff concerned.

*Fifth*, there is no coaching and awareness within village officials, the role of the government in coaching is becoming increasingly important to ensure that village officials have sufficient guidance and support to improve their discipline. Lack of awareness or understanding of the importance of the duties and responsibilities of village officials in the community can hinder their performance. Awareness of their important role in local development and service to the community needs to be improved. Improvements and improvements in these factors can help improve the performance of village officials and optimize their contribution to the development of the local area.

### **Efforts of Village Officials in Implementing Discipline and Public Services**

Even without a village office, village officials can still carry out efforts to maintain discipline in the community. The efforts of village officials in carrying out discipline and service to the community are steps that can be taken by village officials to maintain order, provide good services and meet the needs of the community. There are five steps to realize the work of village officials in the working area of Huristak District, Padang Lawas Regency, namely, the provision of 24-hour services, the use of communication technology, the use of alternative space, community empowerment and mutual assistance.

The provision of 24-hour service is the decision of the village head to provide 24-hour service time can be considered a significant effort. This gives them flexibility at a time that suits them. The village head's move to provide 24-hour service time is a progressive action in accommodating the needs of diverse communities. This decision not only provides flexibility for villagers to access services according to their own schedule, but also reflects an awareness of the changing dynamics of the community that are active at various times. Then the use of communication technology in the form of creating WhatsApp groups for communication between village officials shows efforts to improve efficiency and communication in the team. Social media or other digital platforms can facilitate the dissemination of information and coordination between village officials.

The use of alternative space is also carried out by village officials in improving discipline by using alternative space as a place to coordinate and carry out administrative tasks. In Sialagundi Village and Huta Pasir Ulak Village, Tano uses Sopo Godang as a place to coordinate between officials. The use of alternative spaces such as Sopo Godang as a coordination center shows the creativity of village officials in maximizing existing resources. In such spaces, they can hold meetings, hold meetings with the community. This not only creates a collaborative working atmosphere, but also ensures that even without a village office, officials can still carry out their duties properly for the common good. Meanwhile, community empowerment is an effort to involve the community to be active and have the potential to support the implementation of public service rules and programs. Finally, gotong royong is a joint agenda with the community has united to hold routine mutual aid activities, such as making water flow to the rice fields. Making water flow to rice fields is carried out as an effort to improve irrigation systems and ensure sufficient water supply to support the growth of rice plants in rice fields. In this way, they are not only a more fertile environment and support agriculture, but also strengthen social bonds between citizens. Making water flow to rice fields is a strategic step in increasing agricultural productivity and mutual welfare in Sialagundi Village and Huta Pasir Ulak Tano Village.

### **Performance Analysis of Village Officials Islamic Political Perspective**

When viewed from the point of view of Islamic political principles, it can be analyzed and explained that the suitability of the performance of village officials in Huristak District, Padang Lawas Regency, especially in Sialagundi village and Huta Pasir Ulak Tano village is

considered quite good. This can be said to be in accordance with facts in the field that have been observed by researchers through observation and interviews. Some points that can be analyzed from the statement include:

*First*, the principle of deliberation, the first step taken by village officials before implementing annual agendas in Sialagundi village and Huta Pasir Ulak Tano village is to invite and involve local communities to carry out deliberations. This shows that village officials accept inputs given by local communities. This is in line with Islamic political principles that encourage community participation and involvement to reach consensus in decision making. Decisions taken together involve the views and needs of the community. Based on the results of an interview conducted by researchers with Sialagundi Village, Mr. Pegang Harahap, he stated (Azra, 2018):

*"Every year village officials and the people of Sialagundi village gather to conduct village deliberations (Musdes) to discuss and formulate village programs that will be made in the future, especially in the field of village development. Not much different from Sialagundi village, Huta Pasir Ulak Tano village also carries out annual deliberations that invite and involve the local community as well, even inviting the TNI (Koramil), police and sub-district level government as musdes supervisors" (Interview with Mr. Pegang Harahap, April 25, 2023).*

Based on the results of an interview conducted by researchers with Huta Pasir Ulak Tano Village, Mr. Mawardi Hasibuan, he said that:

*"Every year village officials invite and involve the community to carry out village deliberations (Musdes) together. not only the community, village officials even invited the TNI (Koramil), police and sub-district level government as supervisors of musdes" (Interview with Mr. Mawardi Hasibuan, April 26, 2023).*

This reflects the efforts of village officials in Huristak sub-district, especially in Sialagundi village and Huta Pasir Ulak Tano village, to solve problems and achieve progress through planning and implementing jointly planned programs, and carrying out the principle of deliberation in accordance with political ethics in Islam. Furthermore, in the principle of justice in the perspective of Islamic politics, the Village Head and village officials in Sialagundi village and Huta Pasir Ulak Tano village have carried out justice in accordance with their abilities, indiscriminately there are communities. This is also in accordance with what the researcher got during an interview with one of the people in Silagundi village who is a traditional leader, namely Mr. Dahran Harahap (Hamandia, 2021):

*"In this village there are two oppu (genealogies of descendants/ancestors), and the village chief's father is different from ours, but even though he is different oppu, he never discriminates between the two oppu here" (Interview with Mr. Dahran Harahap, April 25, 2023).*

*Second*, the principle of justice in Huta Pasir ulak tano village, based on the results of an interview conducted by researchers with one of the traditional leaders in the village, namely Mr. Sarkawi Hasibuan, he also said that:

*"In the village of Huta Pasir Ulak there is a dispute between the two oppu (firkoh from the family tree), in this situation the village officials, especially the Village Head, can be bound to be fair and professional in taking care of the needs of their different oppu communities, including in administrative matters such as the management of indigent letters, the management of ID cards and so on" (Interview with Mr. Sarkawi Hasibuan, April 26, 2023).*

Furthermore, regarding other Islamic political principles, village officials are considered to have carried out their performance in accordance with the principles of trust, brotherhood, tolerance, freedom, equality and obedience. This can be explained by several important and relevant points. Here is a proper explanation. The principle of trust, for example, with all the limitations of village facilities, village officials in Silagundi and Huta Pasir Ulak Tano villages have shown performance based on the principle of trust by carrying out their duties and responsibilities honestly and responsibly. They always try their best to carry out their duties with sincerity and to continue to hold the trust of the community (Yusuf et al., 2022; Herdiana, 2020).

*Third*, related to the principle of brotherhood, in carrying out performance, village officials in Silagundi and Huta Pasir Ulak Tano villages have built close and harmonious relationships between community members. They have ensured that every decision and action taken strengthens the bonds of brotherhood and solidarity within the village community. Furthermore, regarding the principle, in carrying out their duties, village officials in Silagundi and Huta Pasir Ulak Tano villages have shown a high tolerance towards differences of opinion, background, and beliefs among the village community. They have created an inclusive environment that values diversity and accepts differences as part of village life. Furthermore, regarding the principle of freedom, village officials in Silagundi and Huta Pasir Ulak Tano villages have provided sufficient space for community participation in decision-making and implementation of village programs. They ensure that people feel free to express their opinions and aspirations and actively participate in the development process. Furthermore, regarding the principle of equality, the performance of village officials in Silagundi and Huta Pasir Ulak Tano villages reflects the principle of equality, where every villager has the same rights and obligations. They have implemented non-discriminatory policies and programs and ensured that development benefits are evenly distributed among all levels of society. Furthermore, regarding the principle of obedience, village officials in Silagundi and Huta Pasir Ulak Tano villages have shown obedience to applicable laws, norms, and regulations. They carry out their duties in accordance with existing rules, and provide examples of obedience to the village community in order to create a good social order.

## Conclusion

The conclusions that can be drawn by researchers from the results of discussions related to the Performance of Village Officials in Government Administration in Huristak District, Padang Lawas Regency after observations and interviews are as follows: *First*, the factors that hinder village officials in providing services to the community in Silagundi village and Huta Pasir Ulak Tano village, Huristak District, Padang Lawas Regency can be identified from several main aspects Includes work facilities, education levels, contributions from government officials, and lack of coaching. *Second*, that the factor that hinders village officials in carrying out discipline in Silagundi village and Huta Pasir Ulak Tano village, Huristak District, Padang Lawas Regency is caused by the absence of village offices that require village officials to perform formally. This can lead to a lack of effectiveness in the implementation of the duties of village officials and their tools. *Third*, efforts made by village officials in improving services and discipline in Silagundi village and Huta Pasir Ulak Tano village, Huristak District, Padang Lawas Regency which include providing 24-hour services, creating WhatsApp groups, utilizing alternative spaces, community empowerment and mutual cooperation. *Fourth*, that the relevance of the performance of village apparatus in Huristak District, Sialagundi village and Huta Pasir Ulak Tano village, Huristak District, Padang Lawas Regency with Islamic political principles is that village officials in Huristak District, especially in Sialagundi and Huta Pasir Ulak Tano villages, have succeeded in carrying out their performance according to Islamic

political principles. They involve the community in deliberation, uphold justice, carry out the mandate honestly, build brotherhood, tolerance, and freedom, and carry out the principles of equality and obedience. Overall, village officials strive to create a good and equitable social order for the village community. Based on these findings, several suggestions for further development are improving village facilities, increasing the level of education, expanding the use of technology, strengthening the role of relevant governments, and internalizing Islamic political principles.

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