

## Human Resource Capacity Development in Improving the Quality of Village Institutions

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### ABSTRACT

Human resource capacity development, in relation to the professionalism of government officials, is a crucial aspect that must be considered in the development of human resources within the government. Developing the capacity of government officials is one way to enhance their skills and knowledge to ensure they are professional in carrying out their duties and support the achievement of the objectives of the new autonomous region. The method used in this research is a qualitative method with a SWOT analysis. Human resource development for government officials and village institutions lacks direction and a clear pattern. This is due to the lack of data on competency mapping for village heads and village officials. Consequently, training based on training levels to improve the capacity of village government officials has not been implemented.

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## **INTRODUCTION**

The goal of village development is to improve the welfare of village communities and their quality of life, as well as alleviate poverty through the provision of basic needs, the development of facilities and infrastructure, the development of local economic potential, and the sustainable use of natural resources and the environment. Performance indicators are essential to ensure targeted program initiatives that address the root causes of village problems, ultimately enabling development goals to be realized and enabling villages in West Java to become not only self-sufficient but also creative and innovative in managing their potential and providing solutions to their challenges. The Village Head and the Village Consultative Body, as the administrators of village government, are expected to possess leadership capacity in carrying out their respective duties in the village development process, from planning, implementation, evaluation, and monitoring. The Village Head and Village Officials lead the delivery of village government services, mobilize all village self-help resources, and the Village Consultative Body (BPD) absorbs and channels community aspirations through Village Deliberations.

The capacity of village officials remains limited, necessitating more intensive technical assistance and guidance from the central government to the regions. It is not surprising that many still doubt the level of village officials' understanding of village development implementation. If this is true, it could clearly be an obstacle to ensuring the effective distribution of village funds. However, stakeholders also suspect that this situation is inextricably linked to the suboptimal preparation of supra-village government actors, namely the central government and regional governments (regency/city and provincial). They are, in fact, obligated to provide regular technical guidance related to the primary duties and functions of village officials.

In addition to creating derivative regulations, regional governments have indeed provided technical guidance to strengthen the capacity and institutional structure of villages through education, outreach, and mentoring for village officials. Beyond village institutional issues, structuring the village administration system also presents an equally significant challenge. Both challenges, institutional challenges and administrative system structuring, require the development of human resource capacity within village officials to establish effective, transparent, participatory, and accountable governance and village fund management.

Human resource capacity development, in relation to the professionalism of government officials, is a crucial aspect that must be considered in human resource development within the government. Developing the human resource capacity of civil servants is one effort to enhance their skills and knowledge so they can carry out their duties professionally and support the achievement of the objectives of the new autonomous region. All human resource development efforts are aimed at achieving optimal development and service to the community (Suwitri, 2017).

Human resource capacity development must consider the needs, aspirations, and specific characteristics of the local community. This program typically includes various types of training, education, and skills development aimed at village residents, with the hope that the program is truly relevant and effective in increasing the capacity of village human resources and improving the quality of life of the local community.

## LITERATURE REVIEW

### *Developing Village Institutional Capacity*

Environmental changes due to the development of information technology, digitalization, and globalization require villages to be responsive and adaptive without losing their characteristic values. Several studies have shown that village institutional capacity is crucial for addressing these situations. In addition to village officials, the involvement of village institutions also plays a crucial role in supporting village development. These institutions act as executors, actively engaging the community to move more orderly, both administratively and in developing community performance, which ultimately impacts village progress.

One such institution is the Village-Owned Enterprise (BUMDES). This village business entity is established/established by the village government, with capital ownership and management shared by the village government and the community. The establishment of this village-owned enterprise is also based on Home Affairs Ministerial Regulation No. 39 of 2010, Chapter II, concerning the establishment of village-owned enterprises. This establishment originates from the district/city government, which establishes regional regulations concerning guidelines for the establishment and management of BUMDES. Next, the village government establishes a Village-Owned Enterprise (BUMDes) with village regulations guided by regional regulations.

This BUMDes is also expected to stimulate and drive the rural economy. Village economic assets must be managed entirely by the village community. The substance and philosophy of the BUMDes must be imbued with a spirit of togetherness and self-help as an effort to strengthen the economic aspects of the institution. At this stage, the BUMDes will move in sync with efforts to increase village original income sources and stimulate community economic activities, with the BUMDes acting as an umbrella institution. This effort is also crucial in reducing the role of free-riders, who often increase transaction costs in community economic activities through rent-seeking practices (Nurcholis, 2011, p. 88).

Considering the position of this village-owned enterprise in the face of the pressing influx of domestic and foreign capital intervention, which now makes villages a very tough target for business development, and because this village-owned enterprise only has a small amount of capital compared to the large-capital private sector, its position cannot be compared. Given the natural resources possessed by villages, they are highly vulnerable to capital and market intervention. The presence of village-owned enterprises (BUMN) will act as a deterrent to the power of foreign and national corporations. It is hoped that these BUMNs will be able to drive village economic dynamics and act as village enterprises. Similarly, with other forms of institutions growing and developing within village communities, it is hoped that AKSARA will foster village independence and progress.

### *Village Apparatus*

Villages are autonomous regions that are holistic and complete, not granted by the government. Instead, the government is obligated to respect the inherent autonomy of these villages. Village autonomy is explicitly recognized, making them special and independent regions with their own identities. Villages are not administrative elements of districts or sub-districts. Administratively, they fall under the Regency Government. Therefore, within the regional government system, villages represent a decentralized system of government. Village governments, in carrying out their governance, are a subsystem of regional government administration, empowered to regulate and manage their own affairs effectively and efficiently, in line with developments in government. Efforts to improve the village governance system are ongoing through the enactment of various laws and regulations, such as laws, government regulations, and regional regulations. This is evident in Law Number 23 of 2014 concerning Regional Government and Law Number 6 of 2014 concerning Villages.

As outlined in the history of village governance according to Law No. 5 of 1979, the paradigmatic confusion surrounding the concept of village autonomy as something inherently distinct from the concept of regional autonomy at the district/city level resulted in the enactment of Law No. 32 of 2014. The regulation of villages, previously an integrated part of the Law on Regional Government, both under Law No. 22 of 1999 and Law No. 32 of 2004, ultimately separated the normative nature of the Law on Regional Government from that of the Law on Villages. Based on this, the government enacted Law No. 6 of 2014 concerning Villages, which was drafted in the spirit of implementing the constitutional mandate, namely the regulation of customary law communities in accordance with the provisions of Article 18B paragraph (2) to be regulated within the government structure in accordance with the provisions of Article 18 paragraph (7).

However, the authority of customary law community units regarding the regulation of customary rights refers to the provisions of related sectoral laws and regulations. By combining the functions of self-governing communities with local self-government, it is hoped that customary law communities, which have traditionally been part of the village territory, will be reorganized into villages and customary villages. In the Indonesian government system, in addition to regional autonomy, there is also village autonomy. Article 1, paragraph 1 of Law Number 6 of 2014 concerning Villages states that a village is a legal community unit with defined territorial boundaries and the authority to regulate and manage government affairs and the interests of the local community based on community initiatives, ancestral rights, and/or traditional practices recognized and respected within the government system of the Unitary State of the Republic of Indonesia.

The function of the village government is to organize governance, such as development and community services (public services). In this regard, the village government must provide facilities to the community in fulfilling their rights as citizens of the Republic of Indonesia. The performance of village officials must comply with guidelines, namely the constitution or laws established to manage and handle village affairs. Based on Law No. 25 of 2009 concerning Public Services states that public services are activities or a series of activities aimed at fulfilling service needs, in accordance with statutory regulations, for every citizen and resident, for goods, services, and/or administrative services provided by public service providers.

Village officials are tasked with assisting the Village Head in carrying out their duties and authorities. One of the village officials is the Village Secretary, who is a civil servant. The Village Secretary is appointed by the Regency/City Regional Secretary on behalf of the Regent/Mayor. Other village officials are appointed by the Village Head from among the village population, as determined by a Village Head Decree. The mandate of Law No. 6 of 2014 concerning villages broadens the authority to regulate and administer villages, including increasing government revenue sources. Therefore, regulations are needed to govern village governance, starting with the election of village heads and the appointment of village officials. This can improve community welfare and quality of life. Under regional autonomy, villages are classified into three categories: underdeveloped villages, developing villages, advanced villages, and independent villages.

### ***Village Government Apparatus***

Village officials are part of the village government and are tasked with assisting the village head in carrying out his duties and authorities, both in governing the village and in meeting the needs of the local community. According to Law Number 6 of 2014 concerning Villages, the authority to appoint and dismiss members of the village government rests with the village head. However, in exercising this authority, the village head must comply with applicable laws and regulations.

Village officials are part of the government responsible for public services and are responsible for providing services to the community where they serve. Village officials also assist the village head in providing services that meet the needs of the local community. Therefore, all village officials are required to possess commitment, expertise, skills, sincere feelings, and concern. They also require a high level of care and concern to carry out their duties of serving the community. The goal is to ensure that the community served feels comfortable and satisfied with the services provided by the village apparatus, enabling them to provide solutions to all problems within the village. The legal basis for the status of the Village Apparatus is outlined in Article 48 of Village Law Number 6 of 2014 and Government Regulation Number 83 of 2015. Therefore, the Village Apparatus includes: 1. Village Secretary, 2. Village Area Executive, and 3. Village Technical Executive.

Article 1 of Law of the Republic of Indonesia Number 6 of 2014 concerning Villages defines a village as a legal community unit with a shared goal of living side by side for the benefit of the local community based on ancestral rights and/or traditional rights recognized and respected by the state. This article defines a village as an autonomous region at the most basic level, granted special authority to govern its own affairs. As the organizer of government, the village government is headed by a village head, supported by village officials as part of the unified management of the village administration. Government is essential to a nation's existence, providing for, protecting, and meeting the needs of its people due to the fundamental nature of the state: coercion, control, and both. With the presence of this government, all territories and their boundaries can be regulated, managed, and oversight facilitated.

Each region has its own government and administrative apparatus, including villages/hamlets, sub-districts, districts, regencies, provinces, and the central government. Therefore, we must understand the village government and its supporting apparatus. The Village Government (Pemdes) is the government agency authorized to regulate areas at the village level. The regulation of this institution is regulated through Government Regulation Number 72 of 2005 concerning village government, which was issued to implement the provisions of Article 216 paragraph (1) of Law Number 32 of 2004 concerning regional government. As stipulated in Article 14 paragraph (1), a village head is obliged to be an all-round leader by regulating all village administration, from village development and village assets to community affairs, including security and other activities. Security includes routine patrols that protect residents' property and make them feel safer and more secure at night.

The authority of a village head is as follows:

1. Leading the implementation of government affairs as agreed upon with the Village Representative Body (BPD).
2. Creating village regulation plans.
3. Establishing village regulations with the joint approval of the BPD.
4. Drafting and submitting village regulation plans regarding the Village Revenue and Expenditure Budget (APBDesa) for discussion and approval with the BPD.
5. Conducting community development.
6. Conducting economic development in the village.
7. Facilitating participatory village development.
8. Representing the village if the community is involved in a legal case and is required to appoint a legal representative to accompany them.
9. Exercising other powers that are of a village-building nature.

### *Village Institutions*

The enactment of Law No. 32 of 2004 concerning the granting of autonomy to regencies and cities has had logical consequences for various aspects, including the principles of regional government administration, the structure of regional governments and the rights of the Regional People's Representative Council (DPRD), regional heads, accountability of regional heads, personnel, regional finances, village government, and guidance and supervision. Village government is one aspect that has received attention and undergone changes in Regional Government Law No. 32 of 2004.

Village government administration is a subsystem of the government administration system, giving villages the authority to regulate and manage the interests of their communities. The village head is accountable to the Village Representative Body and submits reports on the implementation of these duties to the Regent. Villages can engage in legal acts, both public and civil, own assets, property, and buildings, and can be sued and sue in court. Therefore, the village head, with the approval of the Village Representative Body, has the authority to carry out legal acts and enter into mutually beneficial agreements.

As a manifestation of democracy, a Village Representative Body (or other name appropriate to the prevailing culture) is established in villages. Its function is to act as a legislative and oversight body for the implementation of Village Regulations, the Village Budget, and Village Head Decrees. Other village community institutions may be established in villages as needed. These institutions are intended to partner with the village government in empowering the village community. Village funding sources come from village revenue, government and regional government assistance, other legitimate income, third-party donations, and village loans.

Recognizing the diversity of villages as legal communities with distinct origins and customs, previously ignored in Law No. 5 of 1979 concerning Village Government, allows village communities greater flexibility in organizing and managing local community interests. This will create an autonomous or independent village community, meaning they no longer rely on higher-level government for assistance.

The following are the institutions within the village government:

1. Village Consultative Body (BPD)
2. Village Community Empowerment Institution (LPMD)
3. Family Welfare Empowerment (PKK)
4. Neighborhood Association (RT & RW)
5. Youth Organization (Karang Taruna)
6. Community Policing (LINMAS)

### ***Provision of Education and Training for Village Government Officials and Institutions***

Referring to Law Number 6 of 2014 concerning Villages, the goal of village development is to improve the welfare of village communities and the quality of life, as well as poverty alleviation through the provision of basic needs, development of facilities and infrastructure, development of local economic potential, and sustainable utilization of natural resources and the environment. Improving the capacity of village officials is an effort to accelerate the realization of community welfare. However, in reality, many factors can affect the capacity of village officials to carry out their duties, such as limited access to information and communication resources.

Many village officials are not provided with adequate and correct information regarding village management. Most village officials lack knowledge and understanding of regulations, preventing them from optimally carrying out their duties and responsibilities. Efforts to minimize the factors and problems described above include developing the human resource capacity of village officials. Developing human resource capacity, in relation to the professionalism of government officials, is a crucial aspect that must be considered in human resource development within the government.

Developing human resource capacity of village officials is one way to enhance their skills and knowledge to become professional in carrying out their duties and support the achievement of the objectives of the new autonomous region. All human resource development efforts are directed towards achieving optimal development and service to the community (Darmi & Suwitri, 2017). Developing the capacity of village officials, both within the government and within village institutions, is necessary to produce effective village government officials. Education and training must be implemented collaboratively, integratively, and synergistically throughout each planning period between the central and regional governments, and other stakeholders in the management of appropriate, standardized, accredited, and certified education and training (Diklat). Held nationally, it will result in good village governance and improved village government performance.

In light of the importance of efforts to improve the capacity of village government officials, it is necessary to establish central training bodies to support the creation of better quality civil servant resources. One strategic step is through training to improve village officials, ensuring their competence and professionalism in carrying out their roles in strengthening village government and actualizing the principles of good governance. Training is a strategy to support the development of better village officials. Village official capacity development is carried out using a four-pillar approach: strengthening knowledge, skills, and attitudes; strengthening training systems and procedures; strengthening organizations and institutions; and strengthening information and coordination systems.

## METHODOLOGY

### *SWOT Analysis*

Strength, Weakness, Opportunity, and Threat (SWOT) is a management tool used in strategic planning to evaluate factors influencing the achievement of objectives. These factors can be internal (strengths and weaknesses) or external (opportunities and threats). SWOT analysis can illustrate current conditions. The following map shows the results of the EFAS and IFAS analyses (Rangkuti, 2011).

### *Strengths-Weaknesses-Opportunities-Threats (SWOT)*

The Strengths-Weaknesses-Opportunities-Threats Matrix (SWOT Matrix) is an important tool to help management develop four types of strategies: SO (Strengths-Opportunities), WO (Weaknesses-Opportunities), ST (Strengths-Threats), and WT (Weaknesses-Threats). SO strategies use a company's internal strengths to capitalize on external opportunities. WO strategies aim to improve internal weaknesses by exploiting external opportunities. ST strategies use a company's strengths to avoid or mitigate the impact of external threats. SWOT strategies are defensive tactics aimed at reducing internal weaknesses and avoiding external threats

**Table 1. Strengths-Weaknesses-Opportunities-Threats (SWOT)**

	<b>Kekuatan (S)</b> Daftar faktor – faktor kekuatan	<b>Kelemahan (W)</b> Daftar faktor – faktor kelemahan
<b>Peluang (O)</b> Daftar faktor – faktor peluang	<b>S – O Strategi</b> Gunakan kekuatan untuk memanfaatkan peluang	<b>W – O Strategi</b> Atasi kelemahan dengan memanfaatkan peluang
<b>Ancaman (T)</b> Daftar faktor – faktor ancaman	<b>S – T Strategi</b> Gunakan kekuatan untuk menghindari ancaman	<b>W – T Strategi</b> Meminimalkan kelemahan dan menghindari ancaman

Each strategy contained in the SWOT matrix can be described as follows:

- a. SO Strategy (Strengths-Opportunities)  
This strategy uses the company's internal strengths to seize opportunities external to the company.
- b. WO Strategy (Weaknesses-Opportunities)  
This strategy aims to minimize the company's internal weaknesses by exploiting external opportunities.
- c. ST Strategy (Strengths-Threats)  
This strategy uses the company to avoid or mitigate internal weaknesses and avoid threats.
- d. WT Strategy (Weaknesses-Threats)  
This strategy is a defensive tactic by reducing internal weaknesses and avoiding threats.

The steps in forming a SWOT matrix are: (1) Determining the organization's internal strengths, (2) Determining the organization's internal weaknesses, (3) Determining the organization's external opportunities, (4) Determining the organization's external threats, (5) Matching internal strengths with external opportunities to obtain an S-O strategy, (6) Matching internal weaknesses with external opportunities to obtain a W-O strategy, (7) Matching internal strengths with external threats to obtain an S-T strategy, (8) Matching internal weaknesses with external threats to obtain a W-T strategy. The goal of this matching stage is to produce viable alternative strategies for the company. Therefore, not all strategies developed in the SWOT matrix will be selected for implementation

## **RESEARCH RESULT AND DISCUSSION**

### ***Internal***

Internal factors refer to problems that arise from within, either within an individual or within an organization. Therefore, a problem always requires a resolution or resolution through specific efforts to achieve the desired goals. It is evident that not all village aspirations are realized in daily life. In fact, many villages are still far from the aspirations of their communities and governments. Such conditions are referred to as rural problems. These problems arise as a result of the internal dynamics or developments within the village itself.

This condition is a parameter for the existence of a village. Therefore, the village government will continuously implement reforms for continuous improvement to achieve an ideal village government in governance and development management, while still considering strategic issues that constitute internal factors, including:

1. Suboptimal service quality
2. Inadequate infrastructure and facilities for public facilities.
3. Village government conditions that are not sensitive to environmental issues in their villages.
4. Village institutions that are not functioning optimally.
5. Lack of education or mindset among village officials regarding the development of parameters in village development.

6. Lack of unity among village officials in carrying out village reforms.
7. Village officials who are less innovative, active, and creative in finding solutions to problems in their villages.

### *External*

In addition to internal factors, villages also face various problems stemming from external factors. External factors originate from outside, such as within an institution or organization. Problems arising from internal factors include bullying and harassment, unclear job descriptions, seniority issues, lack of equal opportunities for development, and policy changes. Problems arising from external factors include misunderstandings between parties outside the organization and those within the organization.

The following are strategic issues within the village based on external factors:

1. High poverty rates.
2. Suboptimal community participation in development.
3. High unemployment rates.
4. Unsupportive environmental conditions.
5. Village institutions that are not functioning optimally.

Human resource (HR) development within the government apparatus and village institutions is still beset by a number of fundamental problems, both internally and externally. These problems need to be addressed immediately and seriously, as these various problems will complicate efforts to realize village development, with the motto "living in the village and getting a living in the city." This ensures that education and training for village officials, both from the government and village institutions, is targeted and effective.

Therefore, every village official must receive education and training that includes topics related to cooperation, management, and the legal basis for policymaking. Basic knowledge of the geography, anthropology, and sociology of the village where they will work is also essential. Through this education and training, they will understand the problems in their village and be able to categorize them and develop more innovative, creative solutions and policies that can improve community well-being.

Using the SWOT method, village officials can identify potential strengths and weaknesses in their village. To establish regional development goals and objectives, an environmental analysis is necessary that considers all internal environmental factors, including strengths and weaknesses, and external environmental factors, including opportunities and threats faced by the village government. Both the internal and external environments impact the lives and performance of all components involved in development, encompassing internal strengths and weaknesses as well as external opportunities and challenges. 1. Internal Environmental Analysis

The Village Government conducts an analysis to identify the positive and negative potential available, such as geographic location, natural resources, human resources, facilities and infrastructure, and government organizations. This identification is intended to enable the Village Government to maximize its potential in achieving its vision and mission. This identification consists of the village's strengths and weaknesses.

The results of this identification can be formulated as follows:

- a. Strengths
  1. Village Government Organization (OPD) as an organization for the benefit of the community.
  2. Harmonious working relationships between village officials and the Village Consultative Body (BPD).
  3. Fertile agricultural land area.
  4. High population of productive age.
  5. High culture of mutual cooperation and social solidarity in the community.
  6. Institutions/organizations/associations contribute to the village.
  7. Highly educated and qualified human resources.
  8. Micro, Small, and Medium Enterprises.
- b. Weaknesses
  1. School dropouts, low education, unemployment, and juvenile delinquency.
  2. Suboptimal quality of government services.
  3. Inadequate public service facilities and infrastructure.
  4. Lack of public concern for the environment.
  5. Poor management of institutions/organizations/associations.

### ***External Environmental Analysis***

An analysis of the Village Government's external environment is conducted to identify factors external to the organization that could potentially disrupt or accelerate efforts to achieve the established vision and mission. This identification consists of identifying opportunities and threats currently or potentially facing them. The results of this identification can be formulated as follows:

- a. Opportunities
  1. Increased cooperation between villages, the private sector, state-owned enterprises.
  2. Development of science and technology to encourage management improvements.
  3. Investor interest in investing is quite high.
  4. Government empowerment programs to improve community welfare.
  5. Employment opportunities outside the village are quite high.
  6. Implementation of good governance principles.

- b. Threats
  - 1. Disturbances to public order and security tend to increase;
  - 2. Insufficient government funding allocation
  - 3. Low public compliance with laws and regulations.

### ***Human Resource Development Strategy for Village Government and Institutions***

Physics in the field indicate that the orientation of human resource development, particularly for state officials, remains limited to regional government officials and has not yet reached village officials. This is despite the enactment of the Village Law legitimizing the implementation of village autonomy, with village officials managing its activities. Another undeniable fact is that the implementation of village autonomy has encountered various problems that directly and indirectly hamper the implementation of these governmental affairs. One cause is the low capacity of village government officials. Furthermore, the institutional aspects of human resources and village government management are not yet optimal. Meanwhile, Law Number 6 of 2014 requires the readiness of village officials as implementers or administrators of government.

Government policy sets the direction for government management towards good governance and bureaucratic reform, which is a rational choice. One of the major agendas towards good governance and bureaucratic reform is increasing the professionalism of government officials, both at the central and village levels. To enhance the professionalism of village government officials, capacity development is essential, with a priority being given to enhancing public service capabilities, such as those addressing basic community needs, security and disaster preparedness, the ability to prepare strategic village economic development plans, village financial management, and environmental sustainability management.

Therefore, village government officials must understand their strategic role and learn to explore, explore, and assess the various issues and challenges facing good governance and future bureaucratic reform, enabling optimal implementation in their respective work environments. Employee development is an activity that must be implemented by organizations to ensure that employees' knowledge, abilities, and skills align with the demands of their jobs. Development is defined as preparing individuals to assume different or higher responsibilities within the organization (Simamora, 2006). Development typically relates to enhancing the intellectual or emotional capabilities necessary to perform their jobs better and focus more on the long-term overall needs of the organization.

Referring to this definition, the village apparatus resource development strategy is a method used to develop village officials through short-, medium-, and long-term education and training, which encompasses conceptual, theoretical, and applied knowledge to achieve the desired goal of effective governance. This definition emphasizes that effective village governance requires professional village officials to carry out their duties. This is in line with the mandate of Law No. 6 of 2014 concerning Villages, which emphasizes that one of the principles that must be considered in village governance is professionalism. Therefore, the village head, assisted by village officials, must be capable and professional in providing services to the community.

Furthermore, the village apparatus/village apparatus comprises all elements involved in the administration of village governance, including the village head, village secretary, village treasurer, heads of affairs, and hamlet heads. Furthermore, village officials are defined as village officials tasked with ensuring the smooth running of village administration and utilizing human resources within the village, such as the village head, village secretary, village head/section head, hamlet head, and traditional head. The role of village officials is highly strategic because they directly interact with the community.

Job and task analysis is the basis for developing job training programs. Like training programs, job analysis is intended to help employees improve their knowledge, skills, and attitudes toward a specific job. Third, employee analysis focuses on identifying specific training needs for employees working in a given job. Employee training needs can be analyzed individually or as a group. Development begins with the organization's human resource plans because these plans analyze, forecast, and articulate the organization's current and future human resource needs. Furthermore, human resource planning anticipates the movement of people within the organization due to retirement, promotions, and transfers. Furthermore, human resource planning helps identify the capabilities needed by the organization in the future and the developments that will occur.

## **CONCLUSIONS AND RECOMMENDATIONS**

Human Resource Development for Village Government Apparatus and Institutions lack direction and structure. This is due to the lack of data on competency mapping for Village Heads and Village Officials. Consequently, training programs based on training levels to improve the capacity of village government administrators have not been implemented. To date, efforts to develop village apparatus and Village Consultative Body (BPD) remain partial and have not been integrated with thematic training related to village institutions. One strategic step being taken is through training to enhance village apparatus capacity, ensuring they are competent and professional in carrying out their roles in strengthening village governance and actualizing the principles of good governance. The existing program has had a significant impact on developing the capacity of village apparatus, both for the apparatus itself and for its institutions.

## ADVANCED RESEARCH

Increasing the Number of Independent Villages and Reducing the Number of Underdeveloped Villages, and Increasing the Capacity of Village Government Administrators in Carrying Out Their Duties and Functions. Competent village government apparatus is a crucial asset in fulfilling the principles of village government administration.

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