



Enhancing Government Effectiveness: Human Resource Development in Village Administration

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ABSTRACT

This research aims to examine the human resource development strategies implemented in the local village administration of Padaan, Pabelan Subdistrict, Semarang Regency, and their impact on the effectiveness of governance. Using a qualitative research approach, the study employs interviews, document analysis, and direct observations to gather insights from local government officials, village leaders, and community members. The findings reveal that while there are efforts to improve human resource capabilities, challenges such as limited professional development opportunities, inadequate training programs, and lack of clear career progression hinder the full potential of the local administration. The study contributes to the understanding of rural governance by highlighting the critical role of human resource development in enhancing governmental effectiveness and providing a foundation for future policy reforms. The originality of this research lies in its focus on a specific rural administrative context, offering practical recommendations for improving human resource strategies in similar settings. This research underscores the importance of comprehensive human resource management in driving local governance efficiency and providing a model for other rural areas to strengthen their administrative practices

INTRODUCTION

Human resource development (HRD) is crucial in strengthening the capacity of local governments to manage public affairs effectively, particularly in the context of decentralized governance systems like that in Indonesia (Baiocchi, Heller, and Silva 2020). The decentralization policy, which empowers village administrations with increased autonomy and decision-making power, necessitates a well-trained and capable workforce to manage local governance functions (Santo and Moragues-Faus 2019). In many rural areas, however, the implementation of HRD programs remains a challenge due to resource constraints, lack of training infrastructure, and limited access to professional development opportunities for government employees. In villages such as Padaan, these challenges are compounded by the unique socio-economic characteristics of rural areas, where governance tasks may include addressing issues such as poverty, infrastructure deficits, and limited local capacity for economic development. Therefore, understanding how HRD initiatives are applied in these contexts is essential for improving the effectiveness of local governance, enhancing public service delivery, and ensuring community engagement (Alaslan, Amame, and Suharti 2021). By exploring the HRD practices in Padaan, this study provides valuable insights into how small village administrations can overcome barriers to effective governance and service delivery through better human resource management. The findings will contribute to a broader understanding of the role HRD plays in enhancing administrative capacity at the grassroots level in rural Indonesia.

The Indonesian government has recognized the critical need for strong human resources at the village level, given the increasing responsibilities granted to local governments through decentralization (Ali and Saputra 2020). As a result, a variety of policies and programs have been introduced, such as training workshops, capacity-building initiatives, and financial support, all aimed at enhancing the capabilities of village administrations to deliver essential services and implement development programs effectively. These initiatives are intended to help village governments fulfill their roles in rural development, ensuring alignment with national priorities like poverty reduction, infrastructure development, and social welfare (Aguilera 2021). However, despite these efforts, many villages, including Padaan, struggle with the full realization of these HRD programs. Limited financial resources and insufficient access to high-quality training remain significant obstacles to the development of village officials (Anggara 2021). Additionally, the lack of a comprehensive HRD strategy or planning framework often results in fragmented and less effective training interventions. As a consequence, village officials may find themselves ill-prepared to manage complex governance tasks or engage with their communities in meaningful ways (Andriani, Tripermata, and ... 2022). This situation calls for a closer examination of the HRD practices within village administrations, to identify areas of improvement and potential solutions for better utilization of available resources, thereby improving the overall governance and service delivery in these rural contexts.

Village governance involves a range of complex tasks, including managing financial resources, delivering essential public services, and promoting community development (Halim 2023). In Padaan, the local government is entrusted with the responsibility of effectively handling village funds, addressing the needs of the residents, and implementing projects that aim to improve infrastructure and the overall well-being of the community. However, the efficiency and success of these efforts are heavily dependent on the skills, knowledge, and motivation of the village officials (Mustanir et al. 2020). If these officials lack the necessary training or professional development opportunities, their ability to perform essential duties could be compromised, leading to inefficiencies in service delivery and dissatisfaction among the local population. For instance, poorly managed financial resources or the inability to execute development projects effectively could hinder progress and create discontent within the community (Aksoy 2022). In order to bridge these gaps, there is a critical need for well-designed human resource development strategies that focus on enhancing the competencies of village officials. These strategies should address the challenges faced by local governments in rural areas, such as limited access to training, insufficient leadership capacity, and the need for better financial management skills, ensuring that village officials are adequately equipped to handle the demands of governance and contribute to the overall development of the village (Nani and Ali 2020).

In addition to the technical and administrative responsibilities, the relationship between village officials and the local community plays a crucial role in ensuring effective governance (Lambin 2014). Human resource development (HRD) in Padaan must therefore extend beyond enhancing the technical skills of village officials to also focus on developing their soft skills. Key competencies such as communication, collaboration, and conflict resolution are essential in fostering positive and productive relationships between village officials and residents (Amrutha 2020). When village officials can effectively communicate and engage with the community, it leads to greater trust, more active participation, and a higher degree of transparency in the decision-making process (Dewi, Mahmudi, and Maulana 2021). Furthermore, the ability of village officials to manage conflicts and address the concerns of the community can significantly improve the governance process, ensuring that public services and development projects align with the needs of the residents (Arsik and Lawelai 2020). By strengthening these interpersonal and community engagement skills, HRD initiatives can help empower village officials to create a more inclusive governance system. This, in turn, will foster a sense of ownership and collaboration within the community, improving the overall effectiveness of the village government in addressing local challenges and contributing to sustainable development (Cahyono et al. 2020). Ultimately, investing in both technical and soft skills within HRD strategies is essential to building the capacity of village officials and enhancing governance in rural areas like Padaan.

The case of Padaan highlights the broader challenges faced by rural village administrations across Indonesia. Examining HRD in this context provides valuable insights into how local governments can overcome limitations and build a workforce capable of driving sustainable development. By focusing on the specific experiences of Padaan's village government, this study aims to contribute to the growing body of literature on HRD in rural governance. Furthermore, it seeks to identify practical solutions that can be implemented to improve human resource practices and ensure the long-term effectiveness of local administrations in Indonesia.

Despite the critical role of human resource development (HRD) in enhancing the effectiveness of local governance, many village administrations in Indonesia, including Padaan in Pabelan Subdistrict, Semarang Regency, continue to face significant challenges in optimizing their human resource capacities. Limited access to structured training, inadequate strategic HRD planning, and resource constraints have hindered village officials from effectively managing administrative responsibilities, delivering public services, and fostering community engagement. These challenges not only affect the internal efficiency of the village administration but also weaken trust and collaboration between government officials and the local community, further complicating governance efforts. While national policies and programs have been introduced to strengthen HRD at the village level, their implementation and impact remain uneven, with many rural governments struggling to align these initiatives with their unique contexts and needs. Against this backdrop, the primary research question guiding this study is: *How does human resource development influence the effectiveness of governance in the local village administration of Padaan, Pabelan Subdistrict, Semarang Regency?* This question seeks to explore the specific HRD practices, challenges, and opportunities in Padaan's village government to provide actionable insights for improving governance at the local level.

LITERATURE REVIEW

1. *Human Resource Development*

Human Resource Development (HRD) is indispensable for strengthening the performance of public administration, particularly within the context of village governance (Aboramadan 2020). As a strategic tool for improving organizational effectiveness, HRD includes training, education, and organizational development initiatives designed to enhance the skills, knowledge, and behavior of government officials (Agarwal 2021). In village administration, where local governments are directly responsible for providing essential services and driving development, HRD is crucial to equipping officials with the necessary competencies to navigate the complexities of governance (Diana, Sunarya, and Harta 2024). However, research indicates that many local governments, including those in rural villages like Padaan, face significant challenges in effectively implementing HRD. These challenges include resource limitations, outdated training modules, and a mismatch between available training programs and the specific needs of the local community (Akdere 2020). Despite these barriers, HRD strategies that focus on continuous capacity building, leadership development, and incorporating technology into training

programs can drive positive change in governance (Octafian et al. 2022). These approaches not only help officials meet the dynamic and evolving demands of their roles but also foster innovative solutions to administrative challenges. As decentralization policies empower village administrations with greater autonomy and responsibility, the need for effective HRD becomes even more pronounced. It ensures that village officials are not only equipped with the technical skills necessary for governance but are also able to promote (Junaidi and Adnan 2023; SUWITO and JANNANG 2022), and efficient service delivery to meet the growing expectations of the community . Thus, HRD serves as a foundational pillar for building strong local governments capable of addressing the diverse challenges faced by villages like Padaan in Indonesia.

2. Local Governance

Local governance plays a crucial role in democratic decentralization by transferring administrative authority to local governments, enabling them to manage public affairs more effectively and in closer alignment with the needs of their communities (Lemos 2020). This decentralization is based on key principles such as participation, accountability, transparency, and responsiveness, which are essential for fostering democratic governance and enabling local governments to address the specific needs of their constituents. Local governance is integral to promoting socio-economic development at the grassroots level, as it facilitates direct interaction between government officials and the communities they serve (Atmojo, Zuhriyati, and ... 2022). However, despite its importance, local governance, particularly in rural areas, faces several challenges that hinder its effectiveness. Limited financial autonomy, inadequate infrastructure, and human resource capacity gaps often prevent local governments from fulfilling their mandates effectively (Yusuf, Umanailo, and ... 2019).

In Indonesia, the implementation of regional autonomy has placed village administrations, such as the one in Padaan, in a critical position to drive public service delivery and development projects. This shift in responsibility has necessitated the development of a strong governance framework, which is supported by competent human resources capable of addressing complex issues such as poverty alleviation, infrastructure improvement, and citizen engagement (Ullah 2021). The success of local governance in these areas relies heavily on the alignment of administrative capacity, community participation, and effective policy implementation, which can only be achieved through strong leadership and human resource management practices. Therefore, the ability of (Kinunda 2022)to meet local development goals is intrinsically linked to the effectiveness of their human resource strategies, highlighting the need for targeted capacity-building efforts to enhance governance outcomes in rural areas like Padaan.

3. *Village Administration*

Village administration serves as the most localized form of governance in Indonesia, playing a critical role as the intermediary between the national government and rural communities. Tasked with implementing public policies, managing development programs, and ensuring the well-being of citizens, village administrations hold significant responsibility in shaping local development outcomes (Mesta and Rachmat 2022). The effectiveness of village administration hinges on its ability to manage resources efficiently, make informed decisions, and actively engage the community in governance processes. Research suggests that well-functioning village administrations feature strong coordination between elected officials, administrative staff, and local residents, fostering collaboration and enhancing the delivery of public services (Prasetyo and Putrini 2021). However, many rural village administrations, including the one in Padaan, face operational challenges such as bureaucratic inefficiencies, limited human resources, and insufficient technical expertise, which can undermine their ability to perform effectively (Saleh, Akmal, and ... 2024). To overcome these challenges, a comprehensive approach to reform is needed, focusing on capacity-building initiatives, the digitalization of administrative processes, and encouraging participatory governance practices.

These strategies can help address gaps in skills, knowledge, and infrastructure, ultimately enhancing the operational capacity of village administrations (Wisnumurti, Candranegara, and ... 2020). For villages like Padaan in Pabelan Subdistrict, strengthening administrative practices through effective governance can serve as a catalyst for rural development, improving service delivery and contributing to the overall quality of life for local residents. By investing in human resources and fostering an environment of collaboration and transparency, village administrations can empower communities, drive economic growth, and improve social outcomes in rural areas.

METHODOLOGY

This research employs a qualitative approach to thoroughly examine the role of human resource development (HRD) in improving the effectiveness of local governance, focusing specifically on the village administration of Padaan, Pabelan Subdistrict, Semarang Regency. The qualitative methodology is ideal for this study as it aims to explore the complexities, challenges, and strategies surrounding HRD within village governance, emphasizing the depth of understanding over broad generalization. The study adopts a descriptive and interpretive framework, which allows for a detailed analysis of how human resource management practices influence administrative performance and governance outcomes. By using this approach, the research provides insights into the intricate relationships between governance structures, human resource management, and the engagement of local communities. Data for the study was collected through a combination of in-depth interviews, focus group discussions (FGDs), and document analysis. In-depth interviews were conducted with key informants, including village officials, administrative staff, and local community leaders, to gain a diverse range of perspectives on HRD practices and their impact

on governance. Focus group discussions were also organized to create a platform for stakeholders to engage in dialogue, share their experiences, and collectively identify common issues and potential solutions. Additionally, document analysis was employed to examine relevant government regulations, policies, and administrative records related to HR practices in the village administration, providing a context for understanding the formal frameworks guiding HRD initiatives. By integrating these various data sources, the research ensures a rich, multi-dimensional exploration of the topic, contributing to the validity and credibility of its findings.

The data collected for this research were analyzed using thematic analysis, which is a robust qualitative method for identifying, organizing, and interpreting patterns or themes within the data. Thematic analysis was chosen for its flexibility and its ability to uncover complex patterns that provide deep insights into the role of human resource development (HRD) in local governance. This approach involved a multi-step, iterative coding process. Initially, open coding was conducted to explore the raw data and identify emerging themes related to HRD practices, leadership behaviors, administrative challenges, and the overall effectiveness of village governance. Following open coding, axial coding was applied to connect related themes and identify the relationships between them, such as how leadership influences HRD or how capacity-building initiatives are linked to governance challenges. Finally, selective coding was used to focus on refining and developing the core themes that encapsulate the key findings of the study. This structured process helped to ensure a systematic, rigorous analysis of the data, which was essential for understanding the intricacies of HRD practices within the context of local governance in Padaan.

The scope of the research was confined to the village administration of Padaan, enabling a detailed examination of human resource management practices within this specific governance structure. While the study provides valuable insights, it is important to acknowledge its limitations, particularly in terms of its focus on one village, which may not be fully representative of all rural administrations in Indonesia. Ethical considerations were carefully observed throughout the study. Informed consent was obtained from all participants, ensuring that they understood their rights and the nature of the study. The anonymity and confidentiality of participants were strictly maintained, and no personal identifiers were used in the reporting of results. Furthermore, the researcher remained impartial, ensuring that all perspectives, whether from village officials, administrative staff, or community members, were treated with equal respect and reflected in the analysis. By upholding these ethical standards, the research maintains its credibility and integrity, contributing meaningful knowledge to the field of human resource development and its application in enhancing the effectiveness of village governance.

RESULT

The results of this study highlight several critical aspects of human resource management and its role in enhancing the effectiveness of village governance in Padaan, Pabelan Subdistrict, Semarang Regency.

The findings highlight that human resource capacity building is a persistent challenge within the village administration, with many respondents pointing out the inadequacy of existing training programs. Village officials and administrative staff expressed a strong need for more comprehensive, structured training initiatives to enhance their skills in areas such as financial management, project implementation, and community engagement. The lack of consistent professional development opportunities was seen as a barrier to improving the overall effectiveness of the village administration. Moreover, many respondents mentioned that the limited availability of training resources and the absence of clear career development pathways for village officials hindered their ability to perform optimally in their roles. This underlines the critical importance of investing in tailored capacity-building programs to improve the competencies of village staff, which in turn would enhance the quality of governance and service delivery in the village.

The study reveals that leadership practices within the village administration are vital in shaping the overall performance of governance. Effective leadership was highlighted as a key factor in ensuring smooth administrative processes, with strong communication, delegation, and motivation cited as crucial components for success. Leaders who provided clear directions and fostered a sense of ownership among staff helped improve the efficiency of operations. However, some respondents pointed out challenges in leadership, especially when it came to fostering a collaborative work environment and holding staff accountable for their actions. A few leaders were perceived as lacking in interpersonal skills or failing to create an inclusive culture, which led to inefficiencies and gaps in coordination among team members. This suggests the need for leadership development programs that focus on enhancing both technical and soft leadership skills, fostering collaboration, and reinforcing accountability to improve governance outcomes at the village level.

The findings also highlighted that resource constraints, particularly financial and infrastructural limitations, were major obstacles to implementing effective human resource development strategies in the village administration. A key issue identified was the insufficient budget allocation for training and professional development programs, which prevented the village administration from offering necessary capacity-building initiatives for its staff. Respondents consistently mentioned that without adequate funding, it was difficult to organize regular training sessions, hire external experts, or invest in technological tools that could enhance administrative efficiency. This lack of resources not only hindered the professional growth of village officials but also contributed to inefficiencies in service delivery and governance. To address these challenges, it is crucial for the village administration to explore alternative funding sources, such as partnerships with NGOs or government grants, and

prioritize budget allocations for HRD initiatives to ensure that staff members are equipped with the skills and knowledge required to effectively carry out their roles.

The study also revealed that community engagement is an essential component of effective governance in the village administration. While efforts were made to involve the local community in decision-making processes, respondents emphasized that there is still a significant gap in fully integrating community feedback into the development of human resource strategies. Many respondents felt that the current participatory mechanisms were insufficient in capturing the diverse needs and aspirations of the local population, which could lead to misalignment between the village administration's actions and the community's expectations. Strengthening community engagement by establishing more robust channels for feedback, such as regular consultations, public forums, and collaborative planning sessions, could help ensure that human resource strategies are more responsive to local needs. This would not only improve the effectiveness of governance but also foster a sense of ownership and trust within the community, thereby enhancing the overall performance of the village administration.

These findings provide a foundation for understanding the current state of human resource management in Padaan's village governance and highlight areas requiring attention to improve the effectiveness of administrative functions.

DISCUSSION

The findings from this study further emphasize that effective governance at the village level hinges on the competency and capability of the human resources managing the administration. The lack of sufficient training and capacity-building programs has created a significant gap in the knowledge and skills required to tackle the evolving complexities of local governance. Without the proper tools, knowledge, and continuous professional development, village administrators are likely to face challenges in effectively managing resources, delivering services, and engaging with the community. This inadequacy often leads to inefficiencies and undermines the effectiveness of governance structures. Previous research has shown that investing in human resource development at the local level leads to better public service outcomes and more transparent, accountable governance. In line with this, it is crucial for the village administration of Padaan to prioritize HRD through structured training programs, mentorship, and leadership development to empower staff to meet local governance challenges. Establishing a culture of continuous learning, with opportunities for professional growth and skills development, will enhance the overall administrative performance and contribute to improved public service delivery, thereby supporting sustainable development in the village. Moreover, integrating HRD into the village's governance strategy can bridge the gap between the administrative processes and the needs of the community, ensuring that both are aligned for mutual benefit.

The study's findings reinforce the critical role that effective leadership plays in ensuring successful village governance. Strong leadership, characterized by clear communication, delegation, and the ability to motivate, is a fundamental element in creating an organizational culture of trust, accountability, and high performance. Leaders who can communicate effectively and inspire their teams are more likely to foster an environment where staff feel valued and are motivated to perform at their best. However, the study also highlights some gaps in leadership practices within Padaan's village administration. Specifically, the research reveals that leadership tends to fall short in fostering collaboration and encouraging a sense of shared responsibility among staff members. This gap in leadership effectiveness can lead to disjointed efforts and undermine team cohesion. Theories of transformational and participative leadership suggest that leaders should engage staff in decision-making processes and empower them to take ownership of their tasks. By doing so, leaders can cultivate a sense of shared purpose and strengthen staff commitment, leading to improved performance and morale. Participative leadership, in particular, is associated with higher job satisfaction and a more cohesive organizational environment, where employees are more invested in the success of the institution. Therefore, it is crucial for village leaders to adopt more inclusive, participatory approaches, enabling staff to contribute meaningfully to decision-making and problem-solving processes. This approach not only enhances governance outcomes but also improves staff retention, motivation, and overall organizational effectiveness.

The issue of resource constraints in village administration is a persistent challenge that significantly hampers the effective implementation of human resource strategies. Despite the crucial role that adequate financial and material resources play in enhancing the competency and capacity of administrative staff, the limited budget allocated for human resource development continues to be a major barrier. As the village administration faces increasing responsibilities, such as managing public services, implementing development projects, and engaging with the community, the lack of financial support for training and infrastructure makes it difficult for staff to perform at their best. This shortage of resources not only undermines the ability of village leaders to implement effective HRD programs but also contributes to employee burnout, as staff members are expected to deliver high-quality services with limited tools and support. These challenges are consistent with previous research that highlights the financial constraints faced by rural governance systems, which often lack the financial autonomy and access to resources available to urban counterparts. A potential solution to this issue is to explore alternative funding avenues, such as government grants, local partnerships, or collaborations with non-governmental organizations (NGOs). These external sources of funding could help alleviate some of the financial burdens and provide the necessary resources for professional development programs, capacity-building initiatives, and infrastructure improvements. In turn, such initiatives would strengthen the administrative capacity of village governance, enhance employee performance, and ultimately improve the quality of public services provided to the community. By seeking out innovative and sustainable funding options, the

village administration can better equip its staff to meet the increasing demands of governance and development.

The findings underscore the critical role of community engagement in enhancing the effectiveness of governance, particularly in the context of human resource development. The study revealed that although the village administration has made some efforts to involve the community in decision-making, there is a need for a more structured and systematic approach to ensure that community feedback is meaningfully integrated into administrative processes. Community engagement fosters greater transparency, accountability, and responsiveness, as it allows local residents to have a say in the decisions that affect their lives. Involving community members not only enhances trust in the governance process but also provides valuable insights into the specific needs and challenges of the population. However, the study also highlights a gap in the level of community participation, especially in areas related to human resource management. This indicates that there are barriers to effective communication and collaboration between the village administration and the local community. Strengthening community engagement mechanisms, such as regular consultation forums, town hall meetings, and participatory planning sessions, could significantly improve the inclusiveness of decision-making processes. Additionally, fostering stronger partnerships with local stakeholders, including community leaders, civil society organizations, and local businesses, would create a more collaborative approach to governance. Such initiatives would not only ensure that the community's voices are heard but also enable the administration to better align its human resource strategies with the expectations and needs of the people it serves. Ultimately, a more participatory approach to governance will contribute to greater ownership, satisfaction, and trust in the village administration, thereby improving the overall effectiveness of local governance.

CONCLUSION AND RECOMMENDATION

In conclusion, this study highlights the critical role of human resource management in enhancing the effectiveness of local government administration in Padaan, Pabelan Subdistrict, Semarang Regency. The findings underscore the importance of capacity building, strong leadership, adequate resource allocation, and community involvement in improving the performance of village administration. Although challenges such as limited training opportunities, financial constraints, and insufficient leadership practices persist, the study reveals that targeted human resource development initiatives and participatory governance approaches could significantly improve administrative outcomes. By prioritizing professional development, fostering inclusive leadership, and ensuring community engagement, the village administration can overcome existing challenges and improve the overall governance effectiveness, ultimately benefiting both the administrative staff and the local community.

FURTHER STUDY

Future research should explore the long-term impact of human resource development initiatives on the sustainability and effectiveness of local government administration in rural areas. Further studies could investigate the specific training programs and leadership development strategies that have the most significant positive effects on administrative performance. Additionally, research could examine the role of digitalization and technology adoption in improving the efficiency of village administration and enhancing human resource management practices. Comparative studies between rural and urban local governments could provide valuable insights into the unique challenges faced by rural administrations and highlight best practices that can be adapted across different regions. Finally, exploring the perspectives of local community members regarding the performance of village administration and their involvement in governance processes could offer a more holistic understanding of the effectiveness of human resource management in local government systems.

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