

VILLAGE HUMAN RESOURCES FROM THE PERSPECTIVE OF VILLAGE DEVELOPMENT ADMINISTRATION CASE STUDY OF BOJONG VILLAGE, BUNGBULANG DISTRICT, GARUT REGENCY

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Abstract

Village development in a decentralization setting requires capable village human resources (HR) to deliver accountable development administration, yet many villages face competency and participation gaps. This study analyzes the roles, challenges, and strengthening strategies for village HR in Bojong Village, Bungbulang District, Garut Regency, using development administration theory on managerial functions and government–community relations. A descriptive qualitative single-case design was employed, based on document analysis (RPJMDes and village research reports) and a literature review; themes were generated through thematic analysis. Results show that although officials actively implement programs, limited technical competence, information-technology mastery, institutional capacity, and facilitation skills weaken planning quality, oversight, and substantive community participation. The discussion positions HR strengthening as a core strategy across the village development cycle, operationalized through continuous training, governance digitalization, and institutional strengthening. Policy recommendations include dedicating village budgets for capacity building, providing mentoring, and scaling village information systems to enhance transparency and responsiveness.

Keywords: Development Administration, Village Human Resources, Village Governance Digitalization

A. INTRODUCTION

Village development is a strategic component of national development because it serves as a primary arena for equitable welfare distribution and community empowerment. Within the decentralization context, the Village Law framework positions the village as a *self-governing community* as well as a local government unit responsible for governmental administration, development implementation, community social development, and empowerment thereby expanding village authority and demanding stronger implementation capacity (Wahyudi et al., 2020). Consequently, the quality of village government human resources (HR) becomes a key determinant of development administration capacity, ranging from planning and budgeting to program implementation and the accountability of public services (Abadi et al., 2020; Wahyudi et al., 2020). However, numerous studies indicate that weak staff competencies, resource dependency, and top-down institutional configurations can constrain village governance space and reduce development effectiveness (Wahyudi et al., 2020). Building on this phenomenon, the

present study narrows its focus to Bojong Village to examine, in a more empirical and contextual way, the roles and challenges of village HR in carrying out development administration.

Prior research provides an important foundation, yet it also reveals a gap that remains underexplored. Through a qualitative study, Wahyudi et al. (2020) found that the organizational and HR capacity of village governments is often hindered by limited authority to design organizational structures, low staff competence, financial dependence, and cross-ministerial policy disharmony that places villages in a dilemmatic position. Fajarwati (2019) emphasized that weak village apparatus capacity is linked to the lack of continuous education/training and budget constraints; therefore, capacity strengthening should be designed systematically through administrative training, official correspondence management, accountability reporting, and the management of assets and village-owned enterprises (BUMDes). Meanwhile, Abadi et al. (2020) showed that village officials' basic, managerial, and technical competencies are associated with administrative service performance; when competency levels are low, the quality of administrative performance tends to decline accordingly.

In terms of similarities, these three studies consistently position village apparatus HR as the “core engine” of governance, in which competence, training, and institutional support are prerequisites for improving village government performance (Abadi et al., 2020; Fajarwati, 2019; Wahyudi et al., 2020). Nevertheless, a difference relevant to the present study remains: some studies focus more strongly on structural–policy problems and multi-level interventions (e.g., organizational design and regulatory disharmony), while others emphasize programmatic capacity-strengthening recommendations (training) or examine competence–performance relationships in general terms—without explicitly mapping village HR as development administration actors across the full development cycle (planning–implementation–control–reporting) within a single, specific locus (Abadi et al., 2020; Fajarwati, 2019; Wahyudi et al., 2020). Accordingly, there is still a need to interpret village HR not merely as an “administrative apparatus,” but as actors who perform development administration functions in a comprehensive and dynamic manner at the grassroots level.

Based on this distinction, the originality of this study lies in situating Bojong Village apparatus HR within a more operational development administration framework—namely, examining how competence, division of labor, coordination, and accountability practices work (or fail to work) across the stages of village development, and how structural constraints and internal capacity interact. This approach allows the study to move beyond listing “HR deficiencies” and instead to explain the administrative mechanisms that make development programs succeed, stall, or produce inconsistent outputs.

The urgency of the research is strengthened by the fact that contemporary village governance demands not only program delivery, but also process quality (service standards, decision traceability, and accountability). Empirical evidence shows that when apparatus competence is low, administrative service performance deteriorates (Abadi et al., 2020), and when capacity strengthening is not supported by sustained coaching designs and adequate resources, capacity improvement programs tend to be suboptimal (Fajarwati, 2019). At the same time, limited organizational authority and dependence on higher-level government support can slow down internal improvements at the village level (Wahyudi et al., 2020). Therefore, research that closely examines village HR within real development administration practice is necessary to ensure that policy interventions become more targeted rather than merely normative.

In line with this line of argumentation, the aim of this study is to analyze the roles and challenges of Bojong Village apparatus HR from a development administration perspective, by

tracing how competence capacity and work governance affect the implementation of village development functions. Practically, the study also seeks to formulate context-specific improvement implications for Bojong Village (e.g., capacity strengthening needs, work system reorganization, and multi-stakeholder support).

B. LITERATURE REVIEW

Village development administration emphasizes the integration of planning, organizing, implementing (Tito et al., 2023), monitoring, and evaluating development functions. In this context, village human resources are understood as agents of social change that determine the effectiveness of village development governance (Widnyani, 2025). According to Siagian (2000), development administration is a consciously planned process of social change through administrative functions to improve community welfare. Development administration focuses not only on program implementation but also on the managerial capabilities of the apparatus in managing resources effectively and efficiently.

Siagian emphasized that development administration encompasses several key functions, namely:

- Development planning, as the determination of development goals and priorities;
- Organization, namely the arrangement of structures, division of tasks, and institutional coordination;
- Implementation, in the form of implementing development policies and programs;
- Monitoring and evaluation, to ensure development effectiveness, efficiency, and accountability.

In the context of village development, Siagian's theory positions human resources as a determining factor in the success of development administration. Without adequate human resource capacity, development planning and implementation tend to be administrative, uninnovative, and have little impact on community welfare. Ndraha views development administration as a branch of government science that emphasizes the relationship between government and society in the development process. According to Ndraha, development cannot be separated from government capacity, community participation, and social legitimacy. Ndraha emphasizes several important principles in development administration, including:

- Responsive governance, namely the government's ability to understand and respond to community needs;
- Community participation, as a key element in development planning and implementation;
- Empowerment, not just government services or instructions;
- Local institutions, as a means of organizing community interests.

In the village context, Ndraha emphasized that village officials and community institutions must act as facilitators and motivators, not merely administrative implementers. According to Ndraha, effective village development administration is one that integrates human resource capacity, village institutions, and community participation in a sustainable manner.

Combined, Siagian and Ndraha's theories provide a comprehensive framework for village development administration, namely:

- Siagian emphasizes the managerial and administrative aspects of development;
- Ndraha emphasizes governance, participation, and community empowerment.

Thus, village development administration requires:

- Technically and managerially competent village human resources;
- An organized and accountable administrative system;

- Community participation as an integral part of development.

This framework is highly relevant for analyzing the human resources of Bojong Village, as it allows for assessment not only of the administrative capabilities of village officials, but also of the extent to which village human resources are able to facilitate community participation and empowerment in the development process (Namara et al., 2024).

C. RESEARCH METHODOLOGY

This study employs a descriptive qualitative approach with a single case study in Bojong Village, Bungbulang District, Garut Regency. The descriptive qualitative design is appropriate because the study aims to provide a detailed account of the roles and challenges of village government human resources (HR) in development administration practices without imposing an overly abstract theoretical construction; this approach is effective for producing empirical descriptions that remain “close” to field realities (Sandelowski, 2000). A case study design is used because village HR issues are inherently contextual, shaped by institutional configurations, actor relations, and the dynamics of policy implementation within a specific locus; the case study enables in-depth, multi-source exploration in a real-world setting (Crowe et al., 2011). The unit of analysis consists of village officials (e.g., village head, village secretary, staff responsible for planning/finance/services) and village institutions (e.g., BPD, LPM, BUMDes, and other related bodies) according to their involvement across the village development administration cycle.

Data were collected through (1) document analysis and (2) a literature review. Document analysis includes the RPJMDes (six-year village development plan), village research documents/reports, and other relevant supporting documents (e.g., program summaries, meeting minutes, and activity reports) to map planning, budgeting, implementation, and accountability practices. Document analysis is chosen because it provides evidence of a “policy trail” and allows verification of consistency between plans, programs, and reporting (Bowen, 2009). The literature review is used to build a development administration framework and to strengthen the interpretation of field-based findings so that the analysis moves beyond purely descriptive-normative claims toward a more analytical account.

Sampling uses purposive sampling, selecting informants/actors who are directly involved in key functions of village development administration (planning, budgeting, program implementation, monitoring, and reporting). Purposive sampling fits qualitative research because it enables the selection of the most “information-rich” participants for the phenomenon under study and can be implemented in stages (multistage) according to data needs (Palinkas et al., 2015). To capture key actors who may not be identified at the outset, the study may also apply snowball sampling (chain referral) from initial informants to locate relevant institutional actors (e.g., leaders of village organizations actively managing particular programs) (Biernacki & Waldorf, 1981).

Data analysis is conducted qualitatively using thematic analysis to extract themes related to (a) the roles of village HR in development administration and (b) constraints that hinder effectiveness. The analytic process follows core stages: familiarization, initial coding, theme searching, theme reviewing, defining/naming themes, and writing the findings narrative (Braun & Clarke, 2006). Operationally, analysis is enacted through data reduction/condensation, data display (e.g., theme–document evidence matrices), and conclusion drawing and verification to ensure cross-source consistency (Nowell et al., 2017). Trustworthiness is strengthened through an audit trail (records of coding decisions), triangulation of documentary sources, and iterative checks of thematic interpretations to minimize researcher bias (Nowell et al., 2017).

D. RESULT AND DISCUSSION

The research results indicate that Bojong Village officials have a basic understanding of village government administration. However, limited technical competency, mastery of information technology, and weak community participation remain major challenges in village development administration. This finding aligns with Anggara and Sumantri (2016), who stated that the success of development administration is largely determined by the capacity of human resources in planning and oversight functions. This research finding indicates that the quality of village human resources (HR) plays a strategic role in determining the effectiveness of village development administration, particularly in the planning, implementation, and oversight functions of development. These results align with research (Anggara & Sumantri, 2016), which confirms that the success of development administration is strongly influenced by the managerial capacity and competence of government officials in managing development resources.

However, unlike some previous research that tends to position village HR as a supporting factor for development, this study positions village HR as the primary actor in the entire village development administration cycle. Research (Satria, 2015), for example, places greater emphasis on empowering village officials in the context of increasing technical capacity, without explicitly linking it to the overall function of development administration. Conversely, this study demonstrates that limited village human resource competency not only impacts technical aspects but also impacts the quality of community participation and accountability for village development.

Furthermore, the finding regarding low community participation in village development planning in Bojong Village aligns with the view (Ulumudin, 2025), who stated that participatory planning is often hampered by the facilitation capacity of local human resources and elitist power structures. This study strengthens this argument by demonstrating that the limited capacity of village officials to facilitate public deliberation and dialogue results in substantive community participation.

Furthermore, this study expands on the findings (Ndraha, 2003), which emphasize the importance of the relationship between government and community in development. The results indicate that weak institutional and human resource capacity in Bojong Village impacts the village government's function, which is not fully responsive to community needs. Thus, this study provides empirical evidence that the integration of human resource capacity, village institutions, and community participation is a key prerequisite for effective and sustainable village development administration.

Overall, compared to previous research, this article makes an additional contribution by directly linking empirical findings at the village level to development administration theory. This comparison confirms that strengthening village human resources cannot be understood in isolation but must be placed within a comprehensive village development administration framework.

Based on research findings regarding the strategic role of village human resources (HR) in development administration, there are several practical implications that can be directly applied at the village government level. First, village governments need to prioritize HR development as a top priority in village development planning, not simply as a supporting program. This can be achieved through consistent allocation of village budgets for village apparatus training aimed at enhancing development administration capacity, such as participatory planning, village financial management, and development program oversight.

Second, the research findings demonstrate the importance of strengthening the role of village apparatus as facilitators of community participation. Therefore, village apparatus need to be equipped with communication skills, deliberation facilitation, and social conflict management so that the village development planning process, particularly the Village Development Planning Forum (Musrenbangdes), can be more inclusive and participatory. By increasing the capacity of village HR facilitation, community participation will not be merely formal but will reflect the real needs of village residents.

Third, another practical implication is the need to strengthen village institutions, such as the Village Consultative Body (BPD), LPM (LPM), PKK (Family Welfare Movement), and Karang Taruna (Youth Organization), by increasing the capacity of their human resources. This strengthening aims to ensure that village institutions function not only administratively but also substantively in the role of oversight, empowerment, and advocacy for village development.

Fourth, this research shows that digitalization of village governance is an urgent need in village development administration. Therefore, village governments need to encourage the use of village information systems, village financial applications, and other digital media to improve traffic.

E. CONCLUSION

Overall, this study concludes that the human resources of Bojong Village officials play a strategic role as the core actors of development administration; however, their effectiveness remains constrained by uneven technical competencies, limited information-technology mastery, insufficient institutional capacity, and relatively low community participation. As a result, the quality of planning, implementation, supervision, and development accountability has not been optimal. These findings address the research focus on the roles and challenges of village HR and underscore the critical importance of HR as a determinant of development governance quality at the grassroots level (Abadi et al., 2020; Wahyudi et al., 2020). Accordingly, the research objectives were achieved because the study not only documents the problems but also interprets that limited HR capacity directly affects officials' ability to facilitate public deliberation and maintain consistency across the development administration cycle.

The study's novel contribution lies in mapping village HR not merely as a supporting factor, but as the main actor throughout the entire development administration cycle (planning–budgeting–implementation–control–reporting) within a single empirical locus, thereby enriching village development administration scholarship in a more operational and contextual manner. Nevertheless, the study has limitations because it relies on document and report analysis within a single case study; therefore, generalizability is limited and opportunities for triangulation through multiple methods (e.g., interviews/FGDs/observation) can be strengthened in future research (Bowen, 2009; Crowe et al., 2011). Practically, it is recommended that the Bojong Village Government prioritize HR development through continuous training (participatory planning, financial management, facilitation of deliberative forums, and program oversight), strengthen village institutions (BPD, LPM, BUMDes, and community organizations), and accelerate governance digitalization through village information systems and user-friendly service/financial applications. From a policy perspective, the regency government and relevant sectoral agencies should provide integrated capacity-building schemes, digital infrastructure support, and cross-sector program harmonization so that villages do not become trapped in resource dependency and fragmented coaching. Finally, for future research, multi-case or mixed-methods designs and evaluative studies (e.g., pre–post training/digitalization) are

recommended to more rigorously test capacity-improvement mechanisms and their impacts on participation and accountability.

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