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## Village Government Human Resource Management: A Study of The Recruitment and Development Process of Apparatus

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### **Abstract**

*This research aims to examine the human resource management (HR) process in the village government, focusing on the mechanism of recruitment and development of apparatus. The background of this study departs from the importance of the quality of village apparatus in supporting the effectiveness of public services and the implementation of village development. The research method used is a qualitative approach with data collection techniques through in-depth interviews, observations, and document studies. The results of the study show that the recruitment process in most villages still faces obstacles, including limited resources for prospective apparatus, lack of transparent selection procedures, and the influence of non-technical factors in determining candidates. In the development aspect, it was found that the training and capacity building program of village apparatus has not been carried out in a planned and sustainable manner, so that the technical and managerial competence of the apparatus has not been optimal. This study recommends the need for the preparation of clear and objective recruitment standards, as well as the planning of human resource development programs based on village needs. Thus, it is hoped that the village government can have a professional apparatus with integrity, and be able to adapt to the increasingly complex demands of public services.*

*Keywords: HR Management, Village Government, Recruitment, Apparatus Development*

### **1. Introduction**

Human resources (HR) are the main pillar in the successful implementation of village government, because village officials are direct actors who implement policies, implement development programs, and provide public services to the community. In the context of village autonomy, the quality of human resources is a determining factor for the effectiveness of governance, transparency, and public accountability (Saputra et al., 2019). Village officials who have adequate administrative, managerial, and social competence will be able to respond to the needs of the community quickly and appropriately, while encouraging citizen participation in village development. Research shows that increasing the capacity of village apparatus has a positive impact on public service performance and the sustainability of development programs at the local level (Putra & Nugroho, 2022). Thus, village human resource capacity building is not only a technical issue, but also a strategic investment for strengthening village governance (Taqwaty., 2022).

In addition, quality human resources in village government play a role in encouraging innovation, resource use efficiency, and adaptation to social and technological changes. In the digital era and information disclosure, village officials are required to have technological literacy, legal understanding, and effective public communication skills (Riska Destiana & Donie Tuah Fitriano Putra, 2022). This is important to ensure that public services are easily accessible, transparent, and accountable. Challenges such as the low level of education of some village officials, the lack of continuous training, and the existence of recruitment practices that are not competency-based, are obstacles that must be overcome through a planned human resource management policy (Hardiman, 2019). Therefore, transparent recruitment planning, sustainable capacity building, and an objective performance evaluation system are key to creating responsive, innovative, and competitive village governance (Waris & Susanti, 2025).

Recruitment of village officials often faces challenges related to transparency, competence, and objectivity of the selection process. In some cases, the recruitment procedure does not completely refer to the merit system principle, but is influenced by personal proximity factors, local politics, or other non-technical considerations (Fitriyani & Prabowo, 2021). This has the potential to produce apparatus who do not have qualifications according to the needs

of the position, thus having an impact on the low performance of public services. The absence of clear competency standards and measurable selection mechanisms also weakens the accountability of the recruitment process. In fact, competency-based recruitment and carried out transparently will ensure that the selected village apparatus really has the skills, knowledge, and attitudes needed to carry out the functions of village government effectively.

On the other hand, the development of human resources of village apparatus is also faced with various obstacles, such as limited training programs, low digital literacy, and the lack of a continuous performance evaluation system. The training provided is often sporadic, not integrated, and less relevant to the demands of the daily work of village officials. Low digital literacy is a serious challenge, especially in the era of digital transformation of government, where public services are starting to rely on information and communication technology (Waris & Susanti, 2025). In addition, the absence of a systematic performance evaluation mechanism makes it difficult to measure and optimize the capacity development of village apparatus. This condition shows the need for a comprehensive village human resource development policy, including continuous training planning, increasing digital literacy, and implementing an objective and measurable performance appraisal system.

A comprehensive review of the recruitment and development process of village apparatus is an urgent need considering the strategic role of human resources in the successful implementation of village government. An in-depth study will allow the identification of gaps between ongoing recruitment practices and the ideal principles based on competence, transparency, and accountability. By understanding in detail the selection stages, assessment criteria, and post-recruitment development mechanisms, this study can provide a clear picture of the effectiveness of village human resource management (Suyanto, 2022). A comprehensive approach will also help assess the extent to which existing practices support the achievement of village development goals and quality public services (Suharto, 2020). In addition, the results of this study are expected to provide an empirical basis for the formulation of policies and strategies for more effective and sustainable village human resource management. Without a thorough analysis, policies are at risk of being partial and reactive, thus unable to solve the root of the problem (Widjayanti et al., 2025). By integrating the study of recruitment and human resource development, the village government and related stakeholders can formulate a program to increase the capacity of the apparatus that is relevant, measurable, and adaptive to technological developments and social dynamics of the community. In the end, this research is expected to contribute to strengthening village governance that is professional, responsive, and oriented towards optimal public services (Rajab et al., 2025); (Taqwaty., 2022).

Research by Fitriyani & Prabowo (2021) found that the recruitment process for village officials in several regions in Indonesia still faces obstacles to transparency and objectivity of selection, which are often influenced by personal and local political proximity. Another study by Siregar (2020) emphasized that the application of merit system principles and clear competency standards is able to improve the quality of village apparatus and strengthen public accountability. These findings indicate that the quality of recruitment has a direct relationship with the performance of village government, so it is important to systematically examine the process. Meanwhile, studies related to the development of human resources for village apparatus show that sustainable and relevant training has a significant impact on improving technical and managerial competence. Research by Wibowo & Nugroho (2022) revealed that the low digital literacy of village officials is the main obstacle in adopting a technology-based service system, so a targeted training program is needed. In addition, a study from Kurniawati (2021) emphasizes the importance of sustainable performance evaluation as an integral part of human resource development to ensure the sustainability of the quality of work of village officials. This relevant research reinforces the urgency to conduct a comprehensive study that combines the analysis of the recruitment process and human resource development, in order to produce holistic policy recommendations for human resource management in village government.

## **2. Research Methods**

This research uses a qualitative approach with a case study design to gain an in-depth understanding of the recruitment and development process of village officials. The qualitative approach was chosen because it allows the researcher to dig into information in detail and contextual through direct interaction with the research subject. Primary data will be obtained through in-depth interviews with village heads, village officials, and related parties in the recruitment process and apparatus development. In addition, participatory observation was carried out to directly observe the selection mechanism and training activities carried out in the village. Secondary data in the form of official documents, such as village regulations, selection minutes, and training reports, will also be analyzed to support and verify field findings.

Data analysis was carried out through thematic analysis techniques with the stages of data reduction, data presentation, and conclusion drawing as proposed by Miles, Huberman, and Saldaña (2014). The validity of the data is maintained through triangulation of sources, methods, and time, so that the results of the research have a

high level of validity. The researcher also applies the principle of member checking by asking for confirmation from the informant regarding the interpretation of the interview results, in order to avoid interpretation bias. This methodological approach is expected to produce a comprehensive and accurate picture of the dynamics of recruitment and human resource development of village officials, as well as provide an empirical basis for formulating relevant and applicable policy recommendations.

### **3. Results and Discussions**

#### **Village Apparatus Human Resources Development Strategy**

The human resource development strategy for village apparatus is a planned effort to improve the competence, professionalism, and performance of the apparatus in carrying out government, development, and public service tasks. One of the steps that is commonly taken is the implementation of training programs with various focuses, such as technical training in village government administration, village financial management, archive governance, public services, and the preparation of village regulations. In addition, managerial training is also a priority to equip apparatus with leadership skills, decision-making, and cross-sector coordination. In recent years, digital literacy has become one of the important focuses considering the demands of the government's digital transformation, such as the use of the Village Financial System (Siskeudes) and information technology-based online service platforms (Setyoko, 2022). The level of relevance of the training material to the work needs of village officials greatly determines the effectiveness of capacity development. Based on findings on the ground, the training held often has overly general topics or does not fully adapt to the specific challenges of the local village. For example, village officials in charge of public services need effective communication training and queue management, while village finance officials need internal audit training and application-based financial reporting. When training materials are tailored to real needs, apparatus tends to more easily apply the new knowledge in their daily work, resulting in a more significant impact on public service performance.

The intensity and sustainability of the implementation of training are also key factors in the success of the village human resource development strategy. Training that is only done once without follow-up tends to result in knowledge that is quickly lost or not implemented. Therefore, the continuous training model followed by mentoring sessions or on-the-job training has proven to be more effective. This approach allows village officials to get direct feedback from facilitators or mentors when applying new skills in the workplace (Setyoko, 2022). Thus, the sustainability of training not only improves technical capabilities, but also builds the confidence of the apparatus in carrying out their duties. The role of local governments and related institutions is very important in supporting the capacity development of village apparatus (Nurdin et al., 2022). The district/city government usually has the authority to design integrated training programs and provide budgets through the allocation of village apparatus education funds. In addition, cooperation with universities, professional training institutions, and non-governmental organizations can enrich training materials and present competent speakers. This collaboration not only expands the scope of training, but also ensures that the programs run follow the development of regulations, technology, and best practices in village governance. The use of technology is an increasingly crucial aspect in the development of human resources for village officials, especially in the era of government digitalization (Yunus & Sani, 2017). The use of the Learning Management System (LMS) allows the apparatus to take part in online training without having to leave the village, thus saving time and costs. In addition, video tutorial-based training, interactive webinars, and digital simulations can help the apparatus understand the material more quickly and flexibly. Online assessment-based evaluation applications can also be used to measure the effectiveness of training in real time, making it easier to prepare future capacity building plans.

By integrating relevant, sustainable training, supported by multi-stakeholder collaboration, and utilizing technology, the human resource development strategy of village apparatus can run more effectively and adaptively to change. This approach not only improves the technical capabilities of the apparatus, but also encourages innovation in village public services. Ultimately, strategically designed human resource development will directly contribute to improving the quality of village governance, strengthening accountability, and improving the overall welfare of the village community.

#### **Challenges in Village Human Resources Recruitment and Development**

The main challenge in the recruitment of village officials is to maintain the objectivity and transparency of the selection process. In practice, the recruitment process is often influenced by non-merit factors such as personal proximity, local political affiliation, or family ties, which reduces the chances for candidates with the best competencies to be selected (Fitriyani & Prabowo, 2021). This condition is contrary to the principles of good governance which emphasizes the importance of fairness, openness, and accountability in public sector human resource management. When the recruitment process is not transparent, public trust in the village government

decreases, and the performance of the resulting apparatus has the potential to be suboptimal (Siregar, 2020). Therefore, strengthening the public supervision mechanism and implementing clear competency standards is an important step in improving the quality of recruitment.

Limited budgets and training facilities are also significant obstacles in the development of village apparatus human resources. Although the Village Law provides for the allocation of funds for capacity development, the portion of the budget is often limited because it must be divided for various other development priorities (Kurniawati, 2021). As a result, the training provided is sporadic, not planned on an ongoing basis, and less relevant to the specific needs of village officials. In addition, the limitations of facilities such as computer equipment, internet networks, and adequate training rooms also hinder the effectiveness of capacity building programs. The low digital literacy of village apparatus is a challenge in itself in the era of digitization of public services. Many village officials are not used to using financial management applications, village information systems, or online service platforms that are part of government modernization (Wibowo & Nugroho, 2022). This condition hinders work efficiency and reduces the ability of villages to adapt to new technologies. Without adequate digital literacy improvement, the digital transformation of village government risks becoming just a formality without having a significant impact on public services (Kara et al., 2020)

In addition, the absence of a continuous performance evaluation system makes it difficult to assess the effectiveness of the human resource development programs that have been implemented. Existing performance evaluations are often administrative and do not comprehensively assess the technical, managerial, or innovative capabilities of village officials (Suharto, 2020). Without accurate evaluation data, training planning and promotion becomes not evidence-based, so capacity development does not run optimally (Putri et al., 2025). An ongoing performance evaluation system is needed to monitor the development of apparatus competencies, identify weaknesses, and design targeted reinforcement programs. The lack of long-term human resource development planning at the village level exacerbates the existing problems. Most capacity building programs are still reactive, implemented only when there are new problems or policies that require adjustment (Putra & Nugroho, 2022). In fact, strategic planning that is integrated with the vision of village development will allow the development of apparatus competencies gradually and systematically. Without long-term planning, village human resource development risks running without a clear direction, making it difficult to achieve sustainable improvement in the quality of village governance.

### **Supporting Factors for Village Apparatus Human Resources Management**

Local government policy support has a vital role in strengthening the management of human resources (HR) of village apparatus. The district/city government, as a coach and supervisor of the implementation of village government, can establish regulations and strategic programs to ensure that the recruitment and development of village human resources runs according to the principles of merit system and good governance. For example, local governments can initiate integrated training programs that combine technical, managerial, and digital literacy materials, so that village officials have competencies that are in line with the demands of modern public services (Siregar, 2020). In addition, policies that regulate competency standards and periodic performance evaluation mechanisms will help maintain the professionalism of village officials and increase accountability in government administration. Community participation in supervising the recruitment process of village officials is an important supporting factor to maintain transparency and objectivity. The mechanism of public supervision can be carried out through village deliberative forums, information disclosure, and open announcement of selection results. According to Fitriyani & Prabowo (2021), community involvement in recruitment supervision not only prevents the practice of nepotism and politicization of positions, but also builds public trust in village government. The active participation of residents in this process will create a healthy recruitment climate, where the elected apparatus really has competence and integrity according to the needs of the village.

The presence of experienced village officials who are willing to be mentors for new colleagues is also a valuable asset in village human resource management. Mentors who understand the intricacies of village government administration can provide direct guidance related to work procedures, problem solving, and adaptation to new policies. Wibowo & Nugroho (2022) emphasized that peer mentoring-based learning is more effective in accelerating the knowledge transfer process, because it is delivered in a relevant and practical context. In addition, mentoring can help build a collaborative work culture that supports each other between village officials. Local government policy support can also be realized in the form of providing a special budget for the capacity development of village apparatus. This allocation can be used to finance continuous training, procurement of work facilities, and the development of village information systems (Amin et al., 2016). Policies that are responsive to the needs of villages will facilitate the process of strengthening human resource capacity, because villages are no

longer constrained by limited resources. With adequate budget support, village governments can more freely design innovative and sustainable human resource development programs (Kurniawati, 2021)

Community participation also contributes to the sustainability of village human resource development programs. Residents can provide input on competencies that need to be improved in village officials, in accordance with the needs of public services in their area. In addition, the community can play a role as a partner in the implementation of training activities, for example by providing local resource persons or being part of the performance evaluation of the apparatus( et al., 2025). This participatory approach is in line with the principles of community-based development, where residents become active subjects in strengthening village governance (Putra & Nugroho, 2022). The role of internal mentors in the village environment can also be developed through formal programs such as coaching clinics or sharing sessions(Amal, 2025). In this way, the knowledge and skills possessed by senior officials can be systematically documented and passed on to the next generation of officials. This approach not only accelerates the process of adapting new apparatus, but also reduces the village's dependence on cost-effective external training. The existence of competent and dedicated mentors will strengthen the continuity of the quality of village human resources, as well as become the main support in realizing a professional, responsive, and competitive village government (Mathauer & Imhoff, 2006; Indriani et al., 2023).

#### 4. Conclusion

The results of this study show that the human resource management (HR) of village apparatus is greatly influenced by the quality of the recruitment process and the effectiveness of capacity development strategies. A transparent, objective, and competency-based recruitment process is the key to ensuring that village apparatus has skills that are relevant to the demands of government, development, and public service tasks. However, practice in the field is still colored by challenges such as the influence of non-merit factors, limited training budgets, low digital literacy, and the absence of a sustainable performance evaluation system. This finding emphasizes the need for comprehensive reform of village human resource recruitment and development policies, so that village government management can run effectively, accountably, and oriented to the interests of the community. In addition, the success of strengthening the human resources of village apparatus also depends heavily on local government policy support, community participation in supervising recruitment, and the existence of experienced internal mentors. Collaboration between village governments, local governments, and the community can create a more professional and adaptive human resource management ecosystem to technological developments and social dynamics. The use of technology, the implementation of a continuous training system, and long-term human resource development planning are important strategies that need to be implemented. With an integrated approach, the human resource management of village apparatus will not only improve the quality of public services, but also encourage the realization of effective, transparent, and sustainable village governance.

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