



The Effect of Village Apparatus Capacity on Village Development Effectiveness in Karangdiyeng Village

Galuh Satrya Permana Mahfudi^{1*}, Slamet Riyadi², Jovi Iristian³

Universitas Dr. Soetomo^{1,2,3}

*Corresponding author: galuhspm@gmail.com |

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Abstract

Purpose: This study aims to analyze the effect of village apparatus capacity on the effectiveness of village development in Karangdiyeng Village, Kutorejo District, Mojokerto Regency, East Java.

Research Methodology: This study employed a quantitative approach with a causal research design. The population consisted of village officials, members of the Village Consultative Body (*Badan Permusyawaratan Desa/BPD*), and community representatives involved in village development. A total of 75 respondents were selected using saturation sampling. Data were collected through structured questionnaires and analyzed using SPSS through validity and reliability tests, classical assumption tests, simple linear regression, *t*-tests, and the coefficient of determination (R^2).

Results: Village apparatus capacity has a positive and significant effect on village development effectiveness, with a *t*-value of 2.683 and a significance value of 0.009. Adequate knowledge, technical competence, administrative skills, work attitudes, and information technology capabilities support more effective development implementation.

Conclusions: Strengthening village apparatus capacity contributes to more effective planning, implementation, and management of village development programs.

Limitations: The study was limited to one village and 75 respondents and examined only apparatus capacity as the main predictor.

Contributions: This study provides empirical evidence on the importance of apparatus capacity in village governance and highlights the need for continuous training, education, competency development, and technology-based capacity building.

Keywords: Apparatus Capacity, Governance, Human Resource Competence, Public Administration, Village Development Effectiveness

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1. Introduction

Village development is an important part of national development because it contributes directly to improving community welfare, strengthening public services, reducing development disparities, and enhancing the quality of life in rural areas. In Indonesia, village development has gained greater attention following the enactment of Law Number 6 of 2014 concerning Villages, which provides broader authority for village governments to regulate and manage administrative and development affairs based on local needs, characteristics, and community priorities. This policy gives villages greater autonomy in determining development programs that are relevant to their social and economic

conditions. The allocation of village funds further supports this authority by providing financial resources for infrastructure development, public services, community empowerment, and other activities intended to improve village welfare. However, the availability of financial resources alone does not automatically ensure the success of development programs because development outcomes are also influenced by the quality of governance and the capacity of village apparatus ([Arifin, 2024](#); [Gibran, Jaddang, & Ardiansyah, 2021](#)).

The effectiveness of village development reflects the extent to which planned development objectives are successfully achieved. This effectiveness can be observed through the implementation of development programs, improvement of public services, efficient utilization of resources, and enhancement of community welfare ([Alit, 2021](#)). Effective development requires not only adequate financial resources but also proper planning, implementation, monitoring, and evaluation. Village governments must be able to ensure that development programs are implemented in accordance with predetermined priorities and respond to actual community needs. Therefore, the success of village development is strongly related to the quality of human resources responsible for managing development activities. In this context, the capacity of village apparatus becomes an important factor in determining development effectiveness ([Khadlirin, Mulyantomo, & Widowati, 2021](#)).

Village apparatus capacity refers to the ability of government personnel to perform their duties and responsibilities effectively, efficiently, and professionally. This capacity includes technical skills, administrative knowledge, communication ability, discipline, responsibility, professional attitudes, and adaptability to organizational and environmental changes ([Rahmat & Hermana, 2018](#)). In addition, village officials are increasingly required to possess information technology skills because administrative processes, reporting systems, and public services are progressively supported by digital technology. [Nur \(2024\)](#) emphasize that competence in communication, responsibility, discipline, and information technology is important for improving the performance of government apparatus in delivering public services.

Adequate apparatus capacity can support village governments in preparing development plans more accurately, managing financial and administrative resources more effectively, coordinating development activities, and responding to community needs ([Aulia, Tambunan, & Laila, 2024](#)). Village officials with sufficient knowledge and technical competence are expected to be more capable of implementing development programs systematically and ensuring that activities are completed in accordance with established objectives. Conversely, limited apparatus capacity may reduce the effectiveness of village governance and hinder development implementation. Weak competence in planning, financial management, reporting, and program evaluation may lead to delays, administrative errors, and suboptimal development outcomes ([Gegeza, 2025](#); [Ratmono, Rusmana, & Hasanah, 2023](#)).

Several challenges may contribute to limited apparatus capacity. Insufficient training, lack of relevant work experience, inadequate technological support, and limited opportunities for continuous competency development may constrain the performance of village officials ([Saragih, Sidabutar, Tambunan, Efendi, & Tarigan, 2023](#)). These conditions indicate that strengthening human resource capacity is essential to improve governance quality and ensure that village development programs are implemented effectively. Capacity-building efforts through education, training, technical assistance, and technology-based competency development can therefore support village officials in carrying out their responsibilities more effectively. In the context of Karangdiyeng Village, Kutorejo District, Mojokerto Regency, village development has generally shown positive progress. Nevertheless, differences in development effectiveness are still observed, suggesting that development outcomes may be influenced by variations in governance quality and human resource capacity. These conditions indicate that the competence of village apparatus deserves greater attention because village officials play a central role in planning, implementing, coordinating, and evaluating development activities ([Faedlulloh, Maarif, Meutia, & Yulianti, 2020](#); [Mendrofa, Setianingsih, Widiatmoko, & Kusuma, 2026](#)).

Although previous studies have examined apparatus competence and village development, empirical evidence focusing specifically on the relationship between village apparatus capacity and development effectiveness in Karangdiyeng Village remains limited. This research gap provides an important basis for examining whether stronger apparatus capacity contributes to better development outcomes in the local village context. The study therefore focuses on human resource capacity as an important determinant of village development effectiveness. Accordingly, this study aims to analyze the effect of village apparatus capacity on the effectiveness of village development in Karangdiyeng Village. The study is expected to contribute theoretically to the literature on public administration, village governance, and human resource capacity in local government. Practically, the findings are expected to provide recommendations for strengthening apparatus competence, improving administrative and technological capabilities, enhancing governance quality, and supporting more effective and sustainable village development

2. Literature Review and Hypothesis/es Development

2.1 Village Apparatus Capacity

Village apparatus capacity refers to the ability of village government personnel to perform their duties and responsibilities effectively and efficiently. This capacity includes knowledge, technical competence, administrative skills, professional attitudes, communication ability, discipline, responsibility, and adaptability to organizational and environmental changes. [Rahmadanita and Wue \(2024\)](#) explain that strengthening government apparatus capacity is important for improving the quality of public services, while [Patangari, Taufiqurokhman, and Andriansyah \(2025\)](#) emphasizes that apparatus capacity is closely related to bureaucratic effectiveness, particularly in an increasingly digital administrative environment.

In village governance, apparatus capacity is required in various stages of development management, including planning, budgeting, implementation, monitoring, and reporting. Village officials with adequate competence are expected to be more capable of preparing development programs, managing administrative documents, coordinating with stakeholders, and responding to community needs. [Aminah and Saksono \(2021\)](#) further state that government apparatus capacity is reflected in communication skills, responsibility, discipline, and the ability to utilize information technology in delivering public services.

However, the capacity of village apparatus is not always evenly distributed. Limited training, insufficient experience, and inadequate technological support may reduce the ability of village officials to perform their responsibilities effectively. [Aminah and Saksono \(2021\)](#) indicate that leadership and organizational conditions may influence the development of apparatus capacity, while [Ahn and Chen \(2022\)](#) emphasize the importance of technology and innovation in strengthening government personnel capabilities. Therefore, continuous competency development is necessary to ensure that village officials can respond effectively to administrative and development challenges.

2.2 Village Governance

Village governance refers to the processes through which village governments manage public administration, development programs, community services, and available resources. Effective governance requires transparency, accountability, participation, responsiveness, and appropriate coordination among stakeholders. In village development, governance quality plays an important role because development programs must be planned and implemented according to community needs and available resources ([Agustina, Sakawati, Fitri, Handayani, & Saguni, 2025](#)). [Baskoro \(2025\)](#) emphasizes that transparency and community participation are important determinants of village development effectiveness. Transparent governance enables communities to understand development priorities and the use of public resources, while participation allows local needs and aspirations to be incorporated into development planning. Therefore, good village governance can strengthen accountability and support the achievement of development objectives.

The quality of village governance is also closely related to the competence of the apparatus responsible for implementing government functions. Village officials with adequate administrative and managerial capabilities are more likely to manage programs, financial resources, and public services effectively. Thus, strengthening apparatus capacity is an important component in improving overall village governance ([Rahadi & Kuswandi, 2025](#)).

2.3 Human Resource Competence in Village Government

Human resource competence refers to the knowledge, skills, attitudes, and abilities possessed by individuals in carrying out organizational responsibilities. In village government, competent human resources are essential because village officials are directly involved in administrative services, development planning, financial management, coordination, and reporting ([Pakarain & Abdussamad, 2022](#)). [Praditya, Prayuda, and Purwanto \(2023\)](#) indicate that government personnel competence includes communication ability, responsibility, discipline, and the ability to utilize information technology. These competencies support government officials in performing their duties more systematically and professionally. Similarly, [Laila, Riani, Larasati, and Azahra \(2025\)](#) highlight the importance of strengthening village apparatus competence to achieve better governance. Competent village apparatus can contribute to more accurate planning, better resource utilization, and more effective program implementation. Conversely, limitations in knowledge, technical skills, or administrative competence may reduce organizational performance. Therefore, human resource competence serves as an important foundation for improving village government performance and development effectiveness ([Syahrin, 2019](#)).

2.4 Capacity Building of Village Apparatus

Capacity building refers to systematic efforts aimed at improving the knowledge, skills, attitudes, and capabilities of government personnel. In village administration, capacity-building activities may include training, education, technical assistance, mentoring, and competency development. These efforts are intended to ensure that village officials are able to respond to increasingly complex administrative and development responsibilities. [Satria \(2021\)](#) highlight that leadership and organizational conditions can contribute to the improvement of apparatus capacity. Training and continuous competency development can help village officials improve their ability to manage administrative processes, development programs, and public services. Capacity-building initiatives are particularly important when village officials face changes in government regulations, reporting procedures, and technological requirements. Continuous capacity development can also reduce competency gaps among village apparatus. By strengthening both technical and managerial capabilities, village governments can improve the quality of planning, implementation, and evaluation of development programs. Therefore, capacity building is an important strategy for supporting more effective and sustainable village governance ([Widianto, Mahmudah, & Artanti, 2026](#)).

2.5 Information Technology in Village Administration

The use of information technology has become increasingly important in village administration and public service delivery. Digital technology can support data management, administrative documentation, reporting, communication, and access to public information. Village officials are therefore required to possess adequate digital skills to perform administrative and development-related tasks more effectively. [Myeong, Ahn, Kim, Chu, and Suh \(2021\)](#) emphasize the role of technology and innovation in improving government apparatus capacity. Similarly, [Praditya, Prayuda, and Purwanto \(2023\)](#) identify information technology skills as an important component of government personnel competence. The ability to use digital tools can help village officials improve administrative efficiency and provide faster and more accurate services. However, the benefits of information technology depend on the capacity of village apparatus to use it effectively. Limited digital competence may reduce the efficiency of administrative processes and hinder the implementation of technology-based services. Therefore, improving technological capabilities should be included in village apparatus capacity-building programs.

2.6 Effectiveness of Village Development

Village development effectiveness refers to the extent to which planned development objectives are successfully achieved. It includes the implementation of development programs, improvement of public services, efficient utilization of resources, and enhancement of community welfare. [Marhaeni, Sudibia, Andika, and Fahlevi \(2024\)](#) explain that development effectiveness can be assessed through the ability of village programs and financial resources to produce outcomes that contribute to community welfare. Effective village development requires appropriate planning, implementation, supervision, and evaluation. Development programs should be aligned with community needs and supported by responsible resource management. [Baskoro \(2025\)](#) highlights that transparency and participation are important determinants of village development effectiveness because they strengthen accountability and ensure that development programs reflect local priorities.

The achievement of village development objectives is also influenced by the quality of governance and human resources. Development resources may not generate optimal outcomes when village officials lack the competence required to manage programs effectively. [Satria \(2021\)](#) notes that leadership and apparatus competence are closely related to development effectiveness. Thus, successful village development depends not only on financial resources but also on the managerial and administrative capabilities of village government.

2.7 Relationship Between Village Apparatus Capacity and Village Development Effectiveness

Village apparatus capacity is closely related to the effectiveness of village development because village officials are directly responsible for managing development processes. Apparatus with sufficient knowledge, technical skills, and administrative competence are better positioned to formulate appropriate plans, allocate resources, implement programs, and evaluate development outcomes. Conversely, limited capacity may result in administrative weaknesses, ineffective resource allocation, delays in implementation, and suboptimal development outcomes.

Previous studies support the relationship between apparatus capacity and development effectiveness. [Rahmadanita and Wue \(2024\)](#) found that apparatus capacity significantly influences village development effectiveness, while [Ahn and Chen \(2022\)](#) emphasize that government personnel competence contributes to better governance performance. Similarly, [Laila, Riani, Larasati, and Azahra \(2025\)](#) highlight the importance of strengthening village apparatus capacity to support good governance. In the context of Karangdiyeng Village, apparatus capacity is therefore expected to play an important role in determining the effectiveness of village development. Improvements in knowledge, administrative competence, technical skills, work attitudes, and technological capabilities can enhance the ability of village officials to manage development programs and achieve predetermined objectives.

Based on the theoretical arguments and previous empirical findings, the following hypothesis is proposed:

H₁: Village apparatus capacity has a positive and significant effect on the effectiveness of village development.

3. Research Methodology

This study employed a quantitative approach with a causal research design to examine the effect of village apparatus capacity on the effectiveness of village development. The quantitative approach was selected because the study measured the research variables numerically and tested the hypothesized relationship using statistical analysis ([Sugiyono, 2021](#)). Village apparatus capacity was specified as the independent variable, while village development effectiveness was treated as the dependent variable.

The study was conducted in Karangdiyeng Village, Kutorejo District, Mojokerto Regency, East Java. The population consisted of village officials, members of the Village Consultative Body (*Badan Permusyawaratan Daerah/BPD*), and community representatives involved in village development activities. A saturation sampling technique was employed, whereby all members of the identified population were included as respondents (Sekaran & Bougie, 2020). Accordingly, the final sample consisted of 75 respondents. Primary data were collected using a structured questionnaire developed based on the operational definitions and indicators of the research variables. Respondents were asked to evaluate each statement using a Likert scale to measure their perceptions of village apparatus capacity and village development effectiveness (Sugiyono, 2021). The questionnaire data were subsequently processed and analyzed using SPSS.

The data analysis was conducted in several stages. First, validity and reliability tests were performed to evaluate the quality and consistency of the research instrument. Second, classical assumption tests were conducted to assess the suitability of the regression model. Finally, hypothesis testing was performed using simple linear regression analysis to determine the effect of village apparatus capacity on village development effectiveness (Ghozali, 2018). The *t*-test was used to determine the statistical significance of the effect of the independent variable on the dependent variable at a significance level of 5% ($p < 0.05$). In addition, the coefficient of determination (R^2) was used to determine the proportion of variation in village development effectiveness that could be explained by village apparatus capacity.

4. Results and Discussions

4.1 Characteristics of Respondents

The descriptive analysis of respondents was conducted to provide a general overview of the research subjects based on gender and their roles in the village structure.

Table 1. Gender distribution of respondents

Gender	Frequency	Percentage (%)
Male	49	65.3
Female	26	34.7
Total	75	100

Based on Table 1, it can be observed that the majority of respondents are male, accounting for 65.3% of the total sample, while female respondents represent 34.7%. This indicates that male respondents dominate participation in village development activities within the study area.

Table 2. Respondents' roles in the village

Gender	Frequency	Percentage (%)
Village Officials	5	6.7
Village Consultative Body	6	8
Village Activity Team	5	6.7
Posyandu Team	4	5.3
Management Team	10	13.3
RW	4	5.3
RT	19	25.3
Youth Organization	11	14.7
Community Members	11	14.7
Total	75	100

As shown in Table 2, the largest proportion of respondents serves as RT (25.3%), followed by members of youth organizations and general community members, each contributing 14.7%. This distribution reflects that the respondents are actively involved in various aspects of village governance and community activities.

4.2 Validity and Reliability Tests

Validity and reliability tests were conducted to ensure that the research instrument is capable of accurately measuring the variables under study.

Table 3. Results of validity and reliability tests

Variable	R-Value	Cronbach Alpha	Criteria Conclusion
Apparatus City			
$X_{I.1}$	0.863	0.867	Valid and Reliable
$X_{I.2}$	0.840	0.867	Valid and Reliable
$X_{I.3}$	0.793	0.867	Valid and Reliable
$X_{I.4}$	0.894	0.867	Valid and Reliable
Effectiveness of Village Development			
Y_1	0.751	0.820	Valid and Reliable
Y_2	0.699	0.820	Valid and Reliable
Y_3	0.799	0.820	Valid and Reliable
Y_4	0.749	0.820	Valid and Reliable
Y_5	0.862	0.820	Valid and Reliable
Y_6	0.579	0.820	Valid and Reliable

Based on Table 3, all indicators have r-values greater than the *r*-table value (0.227), indicating that all items are valid. Furthermore, the Cronbach Alpha values for each variable are greater than 0.70, which means that the research instruments are reliable. Therefore, the instruments used in this study are considered appropriate for further analysis.

4.3 Classical Assumption Tests

Prior to conducting hypothesis testing, classical assumption tests were performed to ensure that the regression model met the required statistical assumptions, including normality, multicollinearity, heteroscedasticity, and autocorrelation.

Table 4. Results of classical assumption tests

Test	Indicator	Result	Criteria Conclusion
Normality	Sig.>0.05	0.2	Normal distribution
Multicollinearity	Tolerance<0,10 dan VIF>10	0.725 dan 1.379	No multicollinearity
Heteroscedasticity	Sig.>0.05	0.416	No heteroscedasticity

Based on Table 4, the results indicate that all classical assumption tests have been satisfied. The normality test shows that the data are normally distributed, while the multicollinearity test confirms that there is no high correlation among variables. Furthermore, the heteroscedasticity test indicates that the variance of residuals is constant, and the Durbin-Watson value of 1.800 suggests the absence of autocorrelation in the model. Therefore, the regression model is considered appropriate for further analysis.

4.4 Hypothesis Testing

Hypothesis testing was conducted using the t-test to examine the effect of the capacity of apparatus on the effectiveness of village development.

Table 5. Hypothesis testing results

Variable	<i>t</i> -value	Sig.	Result
Capacity of Apparatus	2.683	0.009	Accepted

Based on the results presented in Table 5, the capacity of apparatus has a positive and significant effect on the effectiveness of village development. This is indicated by a *t*-value of 2.683 and a significance value of 0.009, which is lower than the significance threshold of 0.05. These findings demonstrate that an increase in the capacity of village apparatus is associated with an improvement in the effectiveness of village development.

4.5 Discussion

The findings of this study indicate that village apparatus capacity has a positive and significant effect on the effectiveness of village development. This result is supported by the statistical test, which shows a *t*-value of 2.683 and a significance value of 0.009, indicating that the effect is statistically significant at the 5% level. Therefore, the proposed hypothesis is accepted. This finding demonstrates that improvements in the capacity of village apparatus are associated with higher levels of effectiveness in the implementation of village development programs.

Village apparatus capacity reflects the ability of local government officials to perform their duties and responsibilities through adequate knowledge, technical competence, administrative skills, professional attitudes, and adaptability. Apparatus with stronger capacity are more capable of understanding development priorities, translating plans into operational activities, managing administrative requirements, and responding to problems that emerge during program implementation. As emphasized by [Hidir, Zunaidi, and Pattiasina \(2021\)](#), competent human resources are an important foundation for effective governance because they influence the ability of government institutions to implement programs according to predetermined objectives.

The positive relationship found in this study can also be explained through the role of apparatus in the village development cycle. Village officials are directly involved in identifying community needs, preparing development plans, managing budgets, coordinating implementation, monitoring activities, and preparing accountability reports. When these functions are carried out by personnel with adequate capacity, development activities are more likely to be implemented in a structured, timely, and accountable manner. Conversely, limited knowledge or technical competence may result in planning weaknesses, administrative errors, inefficient use of resources, and delays in implementation. Therefore, apparatus capacity becomes an important determinant of how effectively village resources are transformed into development outcomes.

The results further suggest that apparatus capacity contributes not only to administrative effectiveness but also to the responsiveness of village development. Capable village officials are better able to understand community priorities and adjust development programs to local needs. This is important because village development is expected to address practical problems faced by the community rather than merely fulfill administrative requirements. Stronger communication skills, coordination ability, and understanding of local conditions can help village officials design and implement programs that are more relevant to community expectations.

Another important aspect is the ability of village apparatus to manage development resources. Village development involves financial, human, institutional, and physical resources that must be allocated appropriately. Apparatus with sufficient managerial and administrative competence are more likely to manage budgets carefully, maintain documentation, and ensure that program expenditures are consistent with development plans. In this respect, apparatus capacity supports both efficiency and

accountability. Better resource management reduces the possibility of administrative inefficiencies and increases the likelihood that available resources will contribute directly to development objectives.

The findings are consistent with previous studies conducted by [Rahmadanita and Wue \(2024\)](#), which showed that apparatus capacity significantly influences the effectiveness of village development. Their findings indicate that the quality of village human resources is closely related to the success of development implementation. Similarly, [Patangari, Taufiqurokhman, and Andriansyah \(2025\)](#) emphasized that government personnel competence contributes to improvements in governance performance. These similarities strengthen the argument that human resource capacity is a key element in determining the quality of development management.

The findings also support the perspective of [Laila, Riani, Larasati, and Azahra \(2025\)](#), who highlighted the importance of strengthening village apparatus capacity to achieve good governance. From this perspective, apparatus competence is not limited to technical ability but also includes responsibility, discipline, communication, and the ability to coordinate with stakeholders. These competencies are particularly important in village government because development activities involve interaction among village officials, community representatives, local organizations, and other stakeholders. Effective coordination can reduce implementation barriers and improve the consistency between planning and actual development outcomes.

In addition, the results have implications for the growing importance of technological competence in village administration. Village officials are increasingly required to use digital systems for administration, reporting, communication, and data management. The ability to utilize information technology can improve the speed and accuracy of administrative processes and support better monitoring of development programs. Therefore, strengthening digital competence should be considered part of apparatus capacity development. This is consistent with previous arguments that technological support and innovation contribute to improving the capability of government personnel.

In the context of Karangdiyeng Village, the findings reflect the practical importance of apparatus capacity in supporting development effectiveness. Village officials with adequate knowledge, administrative skills, and technical competence are better positioned to carry out development programs in a structured and coordinated manner. Their ability to plan activities, manage implementation, and evaluate outcomes contributes to more effective use of available resources. This indicates that the quality of human resources within the village government has a direct relationship with the quality of development management.

The findings also suggest that improving village development effectiveness should not rely solely on increasing financial resources. Although adequate funding is necessary, financial resources may not produce optimal outcomes when the apparatus responsible for managing them lacks sufficient competence. Therefore, investment in human resource development is equally important. Strengthening apparatus capacity can help ensure that available funds, facilities, and development programs are managed more effectively and generate greater benefits for the community.

From a practical perspective, village governments should prioritize continuous capacity-building programs. These may include technical training in development planning, financial management, reporting, public service delivery, information technology, and program evaluation. In addition, formal education, mentoring, and knowledge-sharing activities can help strengthen managerial and administrative competencies. Capacity development should also be adjusted to the actual needs of village officials so that training programs provide practical benefits rather than functioning only as administrative activities.

Furthermore, capacity development should be treated as a continuous process rather than a one-time intervention. Changes in regulations, technology, reporting requirements, and community expectations require village apparatus to continuously update their knowledge and skills. Regular evaluation of apparatus competencies can help identify areas that require improvement and enable village

governments to design more targeted development programs. Through this approach, improvements in apparatus capacity can be maintained and translated into sustainable improvements in village governance.

Overall, the findings confirm that village apparatus capacity is an important determinant of village development effectiveness. Adequate knowledge, technical competence, administrative capability, work attitudes, and adaptability enable village officials to manage development programs more systematically, efficiently, and responsively. The consistency of these findings with previous studies further strengthens the view that human resource quality plays a central role in village governance. Therefore, efforts to improve development effectiveness in Karangdiyeng Village should be accompanied by continuous investment in the competence and professional development of village apparatus.

5. Conclusions

This study concludes that village apparatus capacity has a positive and significant effect on the effectiveness of village development. Village officials with adequate knowledge, technical skills, administrative competence, and professional attitudes are better able to plan, implement, and evaluate development programs in a structured and effective manner. These findings confirm that the effectiveness of village development depends not only on the availability of resources but also on the ability of village apparatus to manage those resources appropriately and respond to development challenges.

Therefore, strengthening village apparatus capacity should become a continuous priority in improving village governance and development performance. Training, education, competency development, and improvement of technological and administrative skills are important efforts to enhance apparatus performance. By strengthening human resource capacity, village governments are expected to implement development programs more effectively, efficiently, and sustainably while providing greater benefits to the community.

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Author Contributions

GSPM conceptualized the study, developed the methodology, collected and analyzed the data, and prepared the original manuscript. SR contributed to the research methodology, supervision, validation, and review of the manuscript. JI contributed to data interpretation, validation, and manuscript review and editing. All authors read and approved the final version of the manuscript.

Conflict of Interest

The authors declare that there are no conflicts of interest regarding the research, authorship, or publication of this article.

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