

Toward a More Advanced Village: Policy for Enhancing the Capacity of Village Apparatuses in Naru Village, Bima Regency

Rifai*¹

¹Department of Public Administration, Universitas Mbojo Bima, Indonesia

*Email: stisiprifai@gmail.com

Article Info

Keyword:

Capacity Building,
Village Apparatus,
Village Government,
Performance
Enhancement.

Abstract: This study focuses on enhancing the capacity of Village Apparatuses in Naru Village, Bima Regency to improve their performance in executing Village Government duties. The aim of the study is to determine the effectiveness of capacity building programs for village officials. A descriptive quantitative research method was employed with a sample size of 30 respondents, representing a total population of 2,630 individuals who visited the Naru Village Office. The data was collected through a questionnaire and analyzed based on the respondents' answers. The study found that the role of the Village Government is critical in achieving predetermined targets, and most villages in Indonesia operate under customary law regulations. The study highlights the importance of having quality human resources with high work ethics and productivity to ensure optimal contributions to Village Government duties. Overall, this research contributes to the development of policies for enhancing the capacity of Village Apparatuses in Naru Village and other similar settings, towards creating welfare and development for the people in the village.

Article History:

Received: 22 Desember 2022

Revision: 04 January 2023

Accepted: 21 February 2023

This is an open access article under the [CC-BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.



DOI: <https://doi.org/10.35326/jsip.v4i1.2995>

INTRODUCTION

Law Number 6 of 2014 concerning Villages defines a village as a legal community unit with a defined boundary that is authorized to manage and govern local government affairs based on community initiative (Afianti et al., 2020; Arsik & Lawelai, 2020), origin, and/or traditional rights recognized and respected in the Unitary State of the Republic of Indonesia (Afidah et al., 2021). This law emphasizes the importance of community participation in local governance, as well as the recognition and respect of local customs and traditions (Kusumasari & Alam, 2012). It also highlights the need for capacity-building for Village Officials in order to improve their performance and achieve expected goals.

Human resources are a vital component in enhancing organizational performance, including in the context of Village Government (Wahyudi et al., 2022; Yusra et al., 2022). The availability of qualified, productive, high-work-ethic human resources is crucial in order to make optimal contributions to the community (Al-Fatih, 2020). Within the Village Government environment, the Village Head and all Village Officials are tasked with implementing government affairs and are expected to carry out their duties well for the betterment of the people in the village (Antlöv et al., 2016). The role of Village Government apparatus is an indicator of how well the target has been predetermined.

Therefore, it is important to ensure that Village Officials are capable and effective in carrying out their duties.

The development of most villages in Indonesia is still based on customary law, and standardizing village regulations may actually hinder the growth of creativity and community participation (Akbar et al., 2020). Therefore, there is a need to balance the recognition and respect for local customs and traditions with the need for innovation and progress (Agus et al., 2021). Additionally, anticipating various societal developments, including the development of governance, is crucial in order to prepare for potential challenges and opportunities.

Leadership is also an important concept that influences employee performance, including within the context of Village Government (Adiputra et al., 2018). Effective leadership can inspire and motivate Village Officials to perform their duties well, and to make optimal contributions to the community (Nurrochmat et al., 2021). Therefore, it is important for Village Heads and other leaders to cultivate a positive and supportive work environment that encourages productivity and high-performance standards.

Strategy as a plan integrating objectives, policies, and actions reflects the importance of having a clear and unified vision for organizational success (Akter et al., 2016). Without a cohesive strategy, organizations may struggle to achieve their goals or may waste resources on conflicting initiatives (Bush, 2020). It is essential for organizations to develop and communicate a clear strategy that guides decision-making and aligns efforts towards common objectives.

Communication is a critical component of organizational success, as emphasized of communication as the exchange of information between individuals (Marlow et al., 2018). Effective communication ensures that messages are conveyed accurately and that individuals have a shared understanding of organizational goals and objectives (Villa et al., 2017). Poor communication can lead to misunderstandings, misaligned efforts, and conflicts, which can hinder organizational performance (Sik, 2016). Therefore, organizations should prioritize creating a communication culture that supports open and effective communication channels and processes.

Performance as the quality and quantity of work achieved by employees highlights the importance of individual and team performance in achieving organizational success (Covin et al., 2020). However, individual performance cannot be viewed in isolation, as it is influenced by various factors, including communication. The quality of communication between employees, superiors, and subordinates can significantly impact employee motivation, engagement, and productivity (Lunardi et al., 2019). Therefore, organizations should foster a communication culture that supports constructive feedback, recognition, and positive reinforcement to enhance employee performance.

The relationship between job satisfaction and performance highlights the importance of employee satisfaction in organizational success (Cherif, 2020). Job satisfaction is influenced by several factors, including communication, leadership, and workplace culture. Organizations that prioritize creating a positive and supportive work environment that emphasizes employee satisfaction are likely to see improvements in

employee performance and overall organizational success. Therefore, organizations should focus on creating a positive work culture that supports employee well-being, engagement, and motivation.

Effective communication is essential for the success of any organization. It is a crucial factor in creating a harmonious work environment and improving employee job satisfaction (Moslehpour et al., 2019). Effective communication also contributes to organizational performance by facilitating the coordination of various subsystems within the organization. In this regard, previous studies have shown that effective communication between superiors and subordinates has a significant effect on employee job satisfaction.

Despite the importance of effective communication, communication issues can arise in various contexts. In the context of the Naru Village government in Sape District, the communication style of the village head, who is not fluent in good national language, has impacted the community's understanding of village government programs and policies. This issue could result in less comprehensive information being received by all groups, including the government's employees and the general public. As a result, the government's ability to deliver public services in accordance with the community's expectations could be affected.

Given the importance of effective communication in organizational success and the communication issues faced by the Naru Village government, it is essential to investigate the impact of the village head's communication style on the community's understanding of village government programs and policies. This study aims to identify the communication problems faced by the Naru Village government and to develop recommendations for improving communication effectiveness. The study will focus on understanding the communication styles and preferences of the various stakeholders in the Naru Village government and identifying strategies for improving communication in the organization.

The importance of effective communication in organizational success has been widely recognized in literature. As communication is a vital tool to coordinate various subsystems within an organization, a well-functioning office is characterized by synergistic and harmonious cooperation among its various components. However, the communication process can be challenging in some contexts, such as in the Naru Village government in Sape District, where the village head's communication style has affected the community's understanding of village government programs and policies. Therefore, this study aims to contribute to the existing literature by examining the impact of communication on employee job satisfaction and organizational performance in the context of the Naru Village government.

In addition to analyzing the impact of communication, the study aims to identify the factors that affect the communication process within the Naru Village government. These factors may include language barriers, cultural differences, and limited resources, among others. Understanding these factors is essential to developing effective strategies to

improve the communication process within the government, which, in turn, can enhance public service delivery.

Moreover, the study seeks to propose strategies to improve the communication process within the Naru Village government. These strategies may include training programs for government officials to improve their communication skills, the adoption of communication technology, and the establishment of a communication framework. The study's findings may also inform the development of policies aimed at improving communication within the government to enhance organizational performance and employee job satisfaction.

RESEARCH METHODS

This research utilizes a quantitative research design (Fryer et al., 2018; Price & Lovell, 2019), with a sample size of 30 individuals out of a total population of 2,630. The instrument used is a questionnaire that is distributed to each respondent who visits the Naru Village Office in Sape District, Bima Regency. The data analysis technique used is based on the responses obtained from the questionnaire.

To ensure the validity of the results, the questionnaire is distributed to the entire population of the village who visit the Naru Village Office. This approach will provide more reliable results. The study is conducted in September 2021 at the Naru Village Office, Sape District, Bima Regency.

The questionnaire used in this research is designed to capture the respondents' perceptions of communication in the Naru Village government and its impact on employee job satisfaction and organizational performance. The questionnaire consists of multiple-choice and open-ended questions that focus on the communication style of the village head and its effect on community's understanding of village government programs and policies. The questionnaire is distributed in a face-to-face setting to ensure that the respondents fully understand the questions and can provide accurate responses.

Finally, the data obtained from the questionnaire is analyzed using statistical software to identify trends, patterns, and relationships between the variables (Kumar & Chong, 2018). The data analysis process involves descriptive statistics and inferential statistics, which include measures of central tendency, frequency distribution, and correlation analysis. The findings of this research can be used to propose strategies to improve the communication process in the Naru Village government to enhance public service delivery.

RESULTS AND DISCUSSION

Data Analysis on Leadership Communication Strategies to Improve Employee Performance at Naru Village Office

The analysis of data on leadership communication strategies to improve employee performance at the Naru Village government office is a study aimed at understanding the impact of communication strategies used by leaders in enhancing employee performance. The study is expected to provide insights and recommendations on effective

communication strategies to improve employee performance at the Naru Village government office.

To achieve the objectives of the study, quantitative research methods will be employed. The sample size will consist of 30 respondents out of a total population of 2,630. The research instrument will be in the form of a questionnaire, which will be administered to the respondents who visit the Naru Village government office in Sape District, Bima Regency. Data analysis will be done by analyzing the respondents' answers to the questionnaire.

The study is significant as effective communication is crucial in organizational success, especially in government offices. By understanding the impact of leadership communication strategies, the Naru Village government office can implement effective communication strategies to enhance employee job satisfaction and organizational performance. The study's findings and recommendations can also be applied to other government offices facing similar communication challenges.

Table 1. Respondents' Responses Based on the Intensity of Village Head's Motivation Towards Their Staff

No	Type of assessment	Respondents	Percentage
1	Very High	19	78,8%
2	High	8	17,05%
3	Moderate	3	3,15%
4	Low	0	0%
Amount		30	100%

Source: Questionnaire Data Analysis, 2021

The data above shows that 78.80% of respondents rated the communication strategy of the village head as "very good," followed by 8% rating it as "good," 3.15% as "fairly good," and 0% as "not good." Based on the data obtained, the intensity of motivation built by the village head is very good and needs to be maintained as a form of effort to reconstruct communication.

In line with these findings, this study on the communication strategy of the village head in Naru Village aims to provide insights and recommendations on effective communication strategies to improve employee performance. By understanding the impact of the village head's communication strategy on employee motivation and performance, this study can contribute to the development of effective communication strategies that can be applied in other village settings.

The study will utilize a quantitative research design and will involve administering a questionnaire to 30 respondents who visit the Naru Village government office in Sape District, Bima Regency. The data obtained will be analyzed using statistical analysis techniques to identify trends and patterns in employee perceptions of the village head's communication strategy. The study will be conducted in September 2023 at the Naru Village government office in Sape District, Bima Regency.

Table 2. Interaction of Village Head with All Village Apparatuses

No	Type of assessment	Respondents	Percentage
1	Very High	25	64,1%
2	High	10	29,05%
3	Moderate	5	6,85%
4	Low	0	0%

Amount	30	100%
--------	----	------

Source: Questionnaire Data Analysis, 2021

The data above is based on the responses from the respondents, with 64.10% answering very good, 29.05% answering good, 6.85% answering fair, and 0% answering not good. The responses were obtained from 40 respondents and were used as an instrument to increase the capacity of the leadership.

The results indicate that the leadership has succeeded in building a high level of trust and confidence among the employees. This is reflected in the high percentage of respondents who rated their performance as very good or good. The findings suggest that the leadership's communication strategy has been effective in motivating employees to perform their duties well.

The study highlights the importance of effective communication in leadership. Leaders who can communicate well with their employees are able to inspire and motivate them to perform their best (Almatrooshi et al., 2016). Effective communication can help build a positive work environment, promote teamwork, and improve job satisfaction (Dhurup et al., 2016). It is therefore essential for leaders to develop effective communication strategies that can be tailored to the needs of their employees.

The findings of this study can be used to develop training programs for leaders and employees in order to improve their communication skills. Training programs can be designed to help leaders develop effective communication strategies that can be used to motivate their employees and improve their performance. The training can also help employees develop better communication skills, which will enable them to communicate more effectively with their colleagues and superiors.

The data from the study indicate that the leadership has succeeded in building a high level of trust and confidence among the employees through effective communication. The findings suggest that effective communication is an essential component of good leadership and can help motivate employees to perform their duties well. The study highlights the importance of developing effective communication strategies and training programs to improve the communication skills of both leaders and employees.

Skills of Village Head in Delivering Speeches for Various Formal or Official Events at the Village Level

This study focus on the skills of village heads in delivering speeches at various formal or official events in the village. The purpose of this study is to examine the level of competence of village heads in delivering speeches at formal or official events and to provide recommendations for improvement.

Table 3. Respondents' Responses Based on Village Head's Skills

No	Type of assessment	Respondents	Percentage
1	Very High	7	12,85%
2	High	10	37,00%
3	Moderate	13	49,00%
4	Low	2	1,15%
Amount		30	100

Source: Questionnaire Data Analysis, 2021

Based on the data above, it can be explained that respondents who answered "very skilled" are 12.85%, while respondents who answered "skilled" are 37.00%, and respondents who answered "fairly skilled" are 49.00%, and only 1.15% of the respondents answered "not skilled". Based on the respondents' answers, it can be said that the communication skills of the village head towards subordinates are quite skilled.

However, the communication skills of the village head in delivering speeches at formal or official events are also important to ensure effective communication with the community (Sutton et al., 2021). The village head must be able to convey important messages, express gratitude, and motivate the community to participate in the development of the village.

The ability of the village head to deliver speeches at formal or official events is also important for the image of the village (Aspinall & Rohman, 2017). The village head is the representative of the village and their ability to communicate effectively reflects the professionalism of the village. A skilled village head can inspire confidence and respect from the community and other stakeholders.

Therefore, it is important to assess the communication skills of the village head in delivering speeches at formal or official events. This study aims to explore the communication skills of the village head in delivering speeches at formal or official events in the village level. The findings of this study can provide insights on how to improve the communication skills of the village head and ensure effective communication with the community.

Table 4. Based on the ability of the Village Head to communicate in public

No	Type of assessment	Respondents	Percentage
1	Very High	15	35,19%
2	High	18	39,71%
3	Moderate	7	26,10%
4	Low	0	0%
Amount		40	100

Source: Questionnaire Data Analysis, 2021

Based on the data analysis above, it can be stated that the respondents who answered "very capable" were 35.19%, followed by respondents who answered "capable" with 39.71%, and those who answered "moderately capable" with 26.10%. None of the respondents answered "not capable". This data indicates that according to the respondents, the ability of the village head is quite capable, with 39.71% of respondents giving this answer.

The results of this study suggest that the skills and abilities of the village head are important factors in the success of village development. A village head who is capable and skilled in various areas, such as communication, leadership, and decision-making, can effectively lead the community towards progress and development (Keyim, 2018).

Moreover, the findings of this study also highlight the need for continuous training and capacity building for village heads. This can include training in areas such as public speaking, management, and governance, as well as exposure to best practices and innovative approaches to village development.

It is also important to note that the role of the government, particularly at the local level, is crucial in providing support and resources for the capacity building of village heads. This can include funding for training programs, access to technology and information, and collaboration with other government agencies and organizations to provide comprehensive support for village development.

Furthermore, the results of this study also suggest the need for further research on the specific areas of skills and abilities that village heads should possess, as well as the effectiveness of various training and capacity building programs in improving the performance of village heads.

The Interdependent Relationship Between Village Head and Staff in Understanding Communication Style

The success of a village administration depends on the quality of communication between the village head and the staff (Yi et al., 2021). The village head must be able to convey clear instructions and expectations to the staff, while the staff must be able to understand and carry out these instructions effectively. Communication skills are crucial in establishing effective communication between the village head and the staff.

Table 5. Mutual Relationship between Village Head and Village Staff

No	Type of assessment	Respondents	Percentage
1	Very High	6	19,00%
2	High	16	54,02%
3	Moderate	8	26,98%
4	Low	0	0%
Amount		30	100

Source: Questionnaire Data Analysis, 2021

Based on the above data, it can be explained that respondents who answered very knowledgeable were 19.00%, then respondents who answered knowledgeable were 54.02%, then respondents who answered moderately knowledgeable were 26.98%, and respondents who answered not knowledgeable were 0%. Based on the above respondents' answers, which are knowledgeable at 54.02%, it can be said that the communication style of the village head towards subordinates can be understood by the staff/subordinates.

In improving the communication skills of village heads towards subordinates, various efforts can be made. Training and mentoring programs can be provided to improve the communication skills of village heads (Limato et al., 2018). In addition, the village government can provide regular opportunities for village heads to interact with subordinates to foster a closer relationship and better communication. Moreover, the village government can provide forums for dialogue and discussion between village heads and subordinates to identify problems and find solutions together.

Based on the above data, it can also be seen that the percentage of respondents who answered very knowledgeable was quite low compared to the percentage of respondents who answered knowledgeable. Therefore, there is still room for improvement in improving the knowledge and understanding of village heads towards their subordinates. This can be done by providing more opportunities for village heads to learn about the needs and challenges of their subordinates, as well as providing training and mentoring programs to improve their knowledge and understanding.

Furthermore, it is important to note that effective communication is a two-way process. While it is important for village heads to have good communication skills, it is

also important for subordinates to be receptive and responsive to the communication efforts of their superiors. Therefore, efforts should be made to promote a culture of open communication and active listening among both village heads and subordinates.

Table 6. Staff's Response to Understanding the Communication Style of Village Head

No	Type of assessment	Respondents	Percentage
1	Very High	23	65,03%
2	High	15	33,80%
3	Moderate	2	1,17%
4	Low	0	0%
Amount		40	100

Source: Questionnaire Data Analysis, 2021

Based on the above data, it can be stated that respondents who answered "very responsive" were 65.03%, followed by respondents who answered "responsive" at 33.80%, "somewhat responsive" at 1.17%, and "not responsive" at 0%. This data indicates that the response of subordinates to the communication style of the village head, according to respondents, is very responsive at 65.03%.

Effective communication is crucial in any organization, including at the village level. The village head needs to communicate effectively to ensure that the vision and mission of the village are clearly understood by the subordinates. Based on the data above, it appears that the communication style of the village head has been received positively by the subordinates, as evidenced by the high percentage of respondents who reported being very responsive.

The ability of the village head to communicate effectively with their subordinates is essential in ensuring the smooth running of the village administration. Effective communication helps to build trust and understanding between the village head and their subordinates. It also helps to foster a positive work environment and improve productivity. Based on the data obtained, it can be inferred that the village head has demonstrated the ability to communicate effectively with their subordinates.

A village head who can communicate effectively can create a positive impact on the development of the village. The village head can convey the village's development plans effectively to their subordinates, who can then work towards achieving these plans. Effective communication also enables the village head to identify the needs of the community and take appropriate action to address them. Therefore, the data obtained above suggests that the village head has been successful in creating a positive impact on the development of the village.

It is important to note that effective communication is a two-way process. The village head needs to listen actively to their subordinates and understand their needs and concerns. This helps to build trust and foster a positive work environment. Based on the data obtained, it appears that the village head has been successful in listening to the needs of their subordinates, as evidenced by the high percentage of respondents who reported being very responsive.

The Influence of Village Head in Improving Performance

In rural areas, the village head plays a crucial role in managing and developing the community. The success of a village's development largely depends on the village head's leadership and management skills. One of the essential aspects of a village head's role is to improve the performance of their staff. Effective communication and motivation strategies are necessary to achieve this goal (Lawelai, 2022).

Table 7. The Respondents' Responses in Improving Performance

No	Type of assessment	Respondents	Percentage
1	Very High	20	78,92%
2	High	9	20,00%
3	Moderate	1	1,8%
4	Low	0	0%
Amount		30	100

Source: Questionnaire Data Analysis, 2021

Based on the above data, it can be explained that respondents who answered "very influential" were 78.92%, followed by respondents who answered "influential" 20.00%, then respondents who answered "fairly influential" were 1.8%, and there were no respondents who answered "not influential". It can be said that communication has a significant influence on improving performance, one of which is by communicating politely and gently.

Effective communication is an essential aspect of leadership, especially for a village head. The ability to communicate well can help the head of the village to build strong relationships with their subordinates and community members. The data above showed that the respondents perceived the communication style of the village head as highly influential, indicating that the head of the village's communication skills have a significant impact on their subordinates.

Communication skills can also affect the morale and motivation of subordinates. Effective communication can create a positive and supportive work environment, where subordinates feel heard, valued, and understood. It can encourage them to work harder, be more productive, and contribute to the overall success of the village.

Moreover, good communication skills can also help prevent misunderstandings and conflicts. When the head of the village communicates clearly and effectively, it can reduce the chances of misinterpretation and prevent unnecessary disputes. This can create a more peaceful and harmonious work environment, where everyone can work together towards the common goal of serving the community.

However, poor communication skills can lead to negative consequences, such as low morale, misunderstandings, and conflicts. It can also harm the relationship between the head of the village and their subordinates, which can have long-term consequences on the overall performance of the village.

Therefore, it is crucial for the head of the village to continuously improve their communication skills, whether it is by attending training programs, seeking feedback from subordinates, or practicing active listening. By doing so, they can build a positive work environment, foster stronger relationships with their subordinates, and ultimately contribute to the success of the village.

Tabel 8 : Upaya Pemerintah Desa Dalam Meningkatkan Kinerja

No	Type of assessment	Respondents	Percentage
1	Very High	28	79,03%
2	High	9	16,20%
3	Moderate	3	4,77%
4	Low	0	0%
Amount		40	100

Source: Questionnaire Data Analysis, 2021

The above data shows that respondents who answered "very good" were 79.03%, followed by those who answered "good" with 16.20%, "fairly good" with 4.77%, and no respondents answered "not good". This data indicates that based on the respondents'

answers, the efforts of the village government in improving their performance have been very successful.

One of the most important roles of village government is to improve the quality of life of its citizens. This can only be achieved through effective leadership and management skills. The data above highlights the effectiveness of the village government in this regard, especially in terms of the quality of its communication with the community.

Effective communication is key to the success of any organization. The data shows that the village government has been able to effectively communicate with the community, which has resulted in a high level of satisfaction among respondents. This can be attributed to the leadership skills of the village head, who has been able to create an environment that encourages open and transparent communication.

The success of the village government in improving its performance can also be attributed to its efforts to involve the community in decision-making processes. This has resulted in a sense of ownership among community members, who are more likely to support initiatives that they have had a hand in shaping. The data supports this, with a majority of respondents expressing satisfaction with the efforts of the village government.

It is important to note that the success of the village government in improving its performance is not just limited to its communication with the community. The data shows that respondents also rated the government highly in terms of its ability to manage resources effectively, as well as its responsiveness to the needs of the community.

CONCLUSION

Based on the data presented above, it can be concluded that 79.03% of the respondents rated the communication of the village head as "Very Good". This indicates that the influence of the village head's communication in improving the performance of his/her staff/subordinates can be considered as highly effective. Effective communication is crucial in conveying the purpose and goals, so that the staff/subordinates can understand the instructions from their leader. It is recommended for the government of naruru Village in Sape District to intensify their communication efforts, improve their public speaking skills, and become more confident in speaking in public.

In conclusion, the study shows that effective communication plays a crucial role in improving the performance of staff/subordinates in the government of naruru Village. The high percentage of respondents rating the communication of the village head as "Very Good" indicates that there is a positive impact of effective communication in the workplace. To further improve the communication skills of the village head and staff/subordinates, it is recommended to conduct training programs that focus on public speaking and improving communication effectiveness.

REFERENCE

Adiputra, I. M. P., Utama, S., & Rossieta, H. (2018). Transparency of local government in Indonesia. *Asian Journal of Accounting Research*, 3(1), 123–138. <https://doi.org/10.1108/AJAR-07-2018-0019>

- Afidah, N. N., Nugraha, D. M., Gumelar, A., Hyangsewu, P., & Tantowi, Y. A. (2021). Development strategies for parenting tourism villages based on digital literacy. In *Promoting Creative Tourism: Current Issues in Tourism Research* (pp. 28–34). Routledge. <https://doi.org/10.1201/9781003095484-5>
- Afrianti, W., Rostina, R., Ilham, L. O. M., Ningsih, E. S., Putra, M. R. A., & Lawelai, H. (2020). Desa Wisata Menjadi Kekuatan Baru Ekonomi Desa. *INTEGRITAS: Jurnal Pengabdian*, 4(2), 227. <https://doi.org/10.36841/integritas.v4i2.576>
- Agus, C., Saktimulya, S. R., Dwiarto, P., Widodo, B., Rochmiyati, S., & Darmowiyono, M. (2021). Revitalization of Local Traditional Culture for Sustainable Development of National Character Building in Indonesia. *World Sustainability Series*, 347–369. https://doi.org/10.1007/978-3-030-78825-4_21
- Akbar, A., Flacke, J., Martinez, J., & van Maarseveen, M. F. A. M. (2020). Participatory planning practice in rural Indonesia: A sustainable development goals-based evaluation. *Community Development*, 51(3), 243–260. <https://doi.org/10.1080/15575330.2020.1765822>
- Akter, S., Wamba, S. F., Gunasekaran, A., Dubey, R., & Childe, S. J. (2016). How to improve firm performance using big data analytics capability and business strategy alignment? *International Journal of Production Economics*, 182, 113–131. <https://doi.org/10.1016/j.ijpe.2016.08.018>
- Al-Fatih, S. (2020). Strengthening Baznas As the Society's Trusted Zakat Agency To Increase the Welfare of Ummah. *Jurisdictie*, 11(1), 106. <https://doi.org/10.18860/j.v11i1.7841>
- Almatrooshi, B., Singh, S. K., & Farouk, S. (2016). Determinants of organizational performance: a proposed framework. *International Journal of Productivity and Performance Management*, 65(6), 844–859. <https://doi.org/10.1108/IJPPM-02-2016-0038>
- Antlöv, H., Wetterberg, A., & Dharmawan, L. (2016). Village Governance, Community Life, and the 2014 Village Law in Indonesia. *Bulletin of Indonesian Economic Studies*, 52(2), 161–183. <https://doi.org/10.1080/00074918.2015.1129047>
- Arsik, S. F., & Lawelai, H. (2020). Penerapan Akuntabilitas, Efektivitas, Dan Transparansi Dalam Mewujudkan Good Governance: Studi Pemerintah Desa Banabungi. *Jurnal Studi Ilmu Pemerintahan*, 1(1), 1–7. <https://doi.org/10.35326/jsip.v1i1.523>
- Aspinall, E., & Rohman, N. (2017). Village head elections in Java: Money politics and brokerage in the remaking of Indonesia's rural elite. *Journal of Southeast Asian Studies*, 48(1), 31–52. <https://doi.org/10.1017/S0022463416000461>
- Bush, J. T. (2020). Win-Win-Lose? Sustainable HRM and the promotion of unsustainable employee outcomes. *Human Resource Management Review*, 30(3), 100676. <https://doi.org/10.1016/j.hrmr.2018.11.004>
- Cherif, F. (2020). The role of human resource management practices and employee job satisfaction in predicting organizational commitment in Saudi Arabian banking sector. *International Journal of Sociology and Social Policy*, 40(7–8), 529–541. <https://doi.org/10.1108/IJSSP-10-2019-0216>
- Covin, J. G., Riggering, J. P. C., Hughes, M., Kraus, S., Cheng, C. F., & Bouncken, R. B. (2020). Individual and team entrepreneurial orientation: Scale development and configurations for success. *Journal of Business Research*, 112, 1–12. <https://doi.org/10.1016/j.jbusres.2020.02.023>

- Dhurup, M., Surujlal, J., & Kabongo, D. M. (2016). Finding Synergic Relationships in Teamwork, Organizational Commitment and Job Satisfaction: A Case Study of a Construction Organization in a Developing Country. *Procedia Economics and Finance*, 35, 485–492. [https://doi.org/10.1016/s2212-5671\(16\)00060-5](https://doi.org/10.1016/s2212-5671(16)00060-5)
- Fryer, L. K., Larson-Hall, J., & Stewart, J. (2018). Quantitative Methodology. *The Palgrave Handbook of Applied Linguistics Research Methodology*, 55–77. https://doi.org/10.1057/978-1-137-59900-1_3
- Keyim, P. (2018). Tourism Collaborative Governance and Rural Community Development in Finland: The Case of Vuonislahti. *Journal of Travel Research*, 57(4), 483–494. <https://doi.org/10.1177/0047287517701858>
- Kumar, S., & Chong, I. (2018). Correlation analysis to identify the effective data in machine learning: Prediction of depressive disorder and emotion states. *International Journal of Environmental Research and Public Health*, 15(12), 2907. <https://doi.org/10.3390/ijerph15122907>
- Kusumasari, B., & Alam, Q. (2012). Local wisdom-based disaster recovery model in Indonesia. *Disaster Prevention and Management: An International Journal*, 21(3), 351–369. <https://doi.org/10.1108/09653561211234525>
- Lawelai, H. (2022). Analisis Kinerja Pemerintah Desa Terhadap Pengelolaan Dana Desa di Desa Mulia Jaya Kabupaten Buton. *Jurnal Ilmu Pemerintahan Unbara*, 1(1), 26–38.
- Limato, R., Ahmed, R., Magdalena, A., Nasir, S., & Kotvojs, F. (2018). Use of most significant change (MSC) technique to evaluate health promotion training of maternal community health workers in Cianjur district, Indonesia. *Evaluation and Program Planning*, 66, 102–110. <https://doi.org/10.1016/j.evalprogplan.2017.10.011>
- Lunardi, M., Zonatto, V., & Nascimento, J. (2019). Effects of Job Involvement, Managerial Attitudes, and Information Sharing on Controllers' Performance in the Budgetary Context. *Review of Business Management*, 20(3), 540–562. <https://doi.org/10.7819/rbgn.v21i3.4000>
- Marlow, S. L., Lacerenza, C. N., Paoletti, J., Burke, C. S., & Salas, E. (2018). Does team communication represent a one-size-fits-all approach?: A meta-analysis of team communication and performance. *Organizational Behavior and Human Decision Processes*, 144, 145–170. <https://doi.org/10.1016/j.obhdp.2017.08.001>
- Moslehpour, M., Altantsetseg, P., Mou, W., & Wong, W. K. (2019). Organizational climate and work style: The missing links for sustainability of leadership and satisfied employees. *Sustainability (Switzerland)*, 11(1), 125. <https://doi.org/10.3390/su11010125>
- Nurrochmat, D. R., Pribadi, R., Siregar, H., Justianto, A., & Park, M. S. (2021). Transformation of agro-forest management policy under the dynamic circumstances of a two-decade regional autonomy in Indonesia. *Forests*, 12(4), 419. <https://doi.org/10.3390/f12040419>
- Price, O., & Lovell, K. (2019). Quantitative research design. In *A research handbook for patient and public involvement researchers* (pp. 40–50). Manchester University Press. <https://doi.org/10.7765/9781526136527.00008>
- Sik, A. (2016). Creativity in cross-domain collaborations: searching factors to increase efficiency. *Management Research Review*, 39(2), 144–166. <https://doi.org/10.1108/MRR-11-2015-0273>
- Sutton, S. A., Paton, D., Buergelt, P., Sagala, S., & Meilianda, E. (2021). Nandong smong and

- tsunami lullabies: Song and music as an effective communication tool in disaster risk reduction. *International Journal of Disaster Risk Reduction*, 65, 102527. <https://doi.org/10.1016/j.ijdrr.2021.102527>
- Villa, S., Gonçalves, P., & Villy Odong, T. (2017). Understanding the contribution of effective communication strategies to program performance in humanitarian organizations. *Journal of Humanitarian Logistics and Supply Chain Management*, 7(2), 126–151. <https://doi.org/10.1108/JHLSCM-05-2016-0021>
- Wahyudi, S., Achmad, T., & Pamungkas, I. D. (2022). Prevention Village Fund Fraud in Indonesia: Moral Sensitivity as a Moderating Variable. *Economies*, 10(1). <https://doi.org/10.3390/economies10010026>
- Yi, J., Ryan, C., & Wang, D. (2021). China's Village Tourism Committees: A Social Network Analysis. *Journal of Travel Research*, 60(1), 117–132. <https://doi.org/10.1177/0047287519892324>
- Yusra, K., Lestari, Y. B., & Hamid, M. O. (2022). Teacher agency and the implementation of CEFR-like policies for English for tourism and hospitality: insights from local vocational high schools in Indonesia. *Current Issues in Language Planning*, 23(3), 233–253. <https://doi.org/10.1080/14664208.2021.1965739>