Empowerment of Village Leadership in Optimizing the Potential of Local Human Resources

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Abstract: This study aims to analyze the role of village leadership in optimizing the potential of local human resources (HR) in Pucangro Village. The main focus of this research is to identify human resource empowerment strategies through effective leadership and collaboration between village heads, local governments, and the private sector. The research method used is a qualitative approach with case studies, which involves interviews, observations, and document analysis to explore data on the implementation of human resource empowerment programs in villages. The results of the study show that proactive leadership from village heads plays an important role in creating an inclusive empowerment ecosystem, where the community actively participates in the planning and implementation of programs. Strong collaboration between various stakeholders is the key to success in human resource empowerment, including through relevant skills training, entrepreneurship development, and capacity building for village heads through strategic leadership training. In addition, the integration of information technology in monitoring and evaluation has also proven to be important to ensure the sustainability and effectiveness of empowerment programs. This study concludes that with the implementation of the right empowerment strategy, Pucangro Village can optimize the potential of local human resources and improve community welfare in a sustainable manner.

Introduction

Villages as the smallest government unit in Indonesia have significant potential for human resources (HR) to support regional and national development. Local human resources in villages often have traditional skills and knowledge that have been passed down from generation to generation, which can be the main capital in local economic development. This potential includes sectors such as agriculture, handicrafts, culture-based tourism, and micro, small, and medium enterprises (MSMEs). However, many of

these potentials have not been fully optimized due to the lack of access to education, technology, and business capital (Resky & Kuncoro, 2012)

Pucangro Village, as one of the villages located in the administrative area of Lamongan Regency, has significant human resource (HR) potential to support village development. Based on data from the village government, most of the residents of Pucangro Village work in the agricultural sector, micro, small and medium enterprises (MSMEs). However, human resource management in this village still faces a number of challenges, such as lack of training to improve job skills, lack of community participation in empowerment programs, and weak coordination between village officials and the community in optimizing the potential of local human resources. This condition shows the need for a strategic approach to maximize human resource management in Pucangro Village.

Leadership has an important role in managing and empowering human resources, especially at the village level. The village head as the highest leader in the village government is responsible for designing, directing, and evaluating policies oriented to improving the quality of human resources. Effective leadership can create an environment conducive to collaboration between the community and the village government, encourage innovation, and increase community participation in development. According to (Yukl, 2010), effective leadership is key to overcoming organizational obstacles and achieving common goals, including in the context of human resource management.

For example, villages that have village heads with a strong vision and an inclusive approach tend to be more successful in creating innovative programs that empower their communities. Effective leadership can encourage community skills development through training, mentoring, and collaboration with external parties. This is in accordance with the view (Bass & Riggio, 2006), which emphasizes that transformational leadership is able to create positive change and empower individuals to contribute to the Common Goals.

Some of the challenges faced in the management of Human Resources in village government are as follows: lack of financial resources for training and development programs; 2. Limited access to high-quality education and training resources in rural areas; and 3. It is difficult to attract and retain human resources (HR) in village government (Kasmawanto, 2024).

Pucangro Village faces various problems and challenges in optimizing the role of leadership in human resource management. One of the main problems is the low level of education and skills of some people is an obstacle in the implementation of empowerment programs. Another challenge faced is the lack of budget allocation for human resource development, which hinders the implementation of training or skill development programs. As expressed by (Nikolaidis et al., 2019), One of the obstacles to

leadership is the lack of adequate resources to support the organization's vision and mission.

In addition, the management of human resources in this village is also influenced by the lack of synergy between related parties, including the local government, educational institutions, and the community. This weak synergy often causes the implementation of empowerment programs to be ineffective and unsustainable. In fact, good collaboration between various parties can be a key factor in improving the quality of village human resources. As stated by (Bass & Riggio, 2006), transformational leadership that is able to drive positive change and empower individuals is an important element in facing the complexity of HR challenges.

Against this background, this study aims to analyze how village leadership can be empowered to optimize the potential of local human resources. This research is expected to contribute to formulating strategies that focus on community-based human resource empowerment, so that it can strengthen the role of villages as a driving force for national development. The strategy will also include a collaborative approach between village leaders, communities, and external parties to create a sustainable development ecosystem.

Method

1. Research Approach

   The approach used in this study is a qualitative approach with a case study method. A qualitative approach allows researchers to understand phenomena that occur in a more in-depth and holistic social context, without prioritizing numerical measurement (Creswell & Creswell, 2017). Through the case study method, this study will specifically examine the dynamics that occur in human resource management in village government, with the aim of obtaining a comprehensive understanding of the role of leadership in managing these resources (Yin, 2018).

2. Location and Subject of Research

   This research was carried out in one of the villages that has significant local human resource (HR) potential, namely Pucangro village. This location was chosen because the village has interesting human resource management dynamics to study, especially related to the role of village heads and village officials in community empowerment (Silalahi, 2015). The research subject consists of several elements that have a key role in the management of village human resources, namely village heads, village officials, community leaders, and villagers. The selection of this subject aims to obtain diverse views on the role of leadership in human resource management at the village level (Widiana et al., 2023)

3. Data Collection Techniques

   The data in this study were collected using three main techniques, namely:

a. Interviews: Interviews will be conducted with village heads, village officials, community leaders, and villagers to gain deeper information about their views, experiences, and perceptions regarding human resource management and leadership roles (Patton, 2014).

b. Observation: The researcher will make direct observations of the activities carried out by the village head and village officials in human resource management and their interactions with the community (Sugiono, 2021).

c. Documentation: Data related to community empowerment activity reports and other village data will be collected to support the findings obtained from interviews and observations (Patton, 2014).

4. Data Analysis

The data analysis technique used is thematic analysis. Thematic analysis is a method for identifying, analyzing, and reporting patterns (themes) in qualitative data. This technique is carried out systematically to organize and understand the data in depth. Thematic analysis will be carried out to explore the patterns that appear in the data obtained from interviews, observations, and documentation (Braun & Clarke, 2006). The researcher will identify key themes related to human resource management and leadership roles, as well as how these themes are interrelated in the context of the village being studied (Huberman, 2014). This process will be carried out systematically by grouping data based on topic similarities and in-depth interpretations. The Thematic Analysis Steps are as follows:

a. Familiarization

The researcher re-read the data from interviews, observations, and documentation thoroughly. This stage aims to understand the content of the data and record the initial ideas that emerge. At this stage, the researcher reads the transcript of the interview and records the initial impressions, such as the relationship between the village head and the community.

b. Coding

The researcher provides the code on the part of the data that is relevant to the research. This code is a word or phrase that represents the meaning of the data. The "empowerment" code is given for statements related to citizen training activities.

c. Searching for Themes

The code that has been created is grouped into larger, meaningful themes. The theme reflects the core of the data relevant to the research question. The "Leadership Roles" theme includes codes such as "motivational," "engagement," and "decision-making."

d. Reviewing Themes

Researchers review the themes that have been created to ensure consistency with the data. Irrelevant themes will be removed, merged, or customized. Researchers

evaluate whether the theme of "HR management" is sufficiently specific or needs to be broken down into subthemes such as "recruitment" and "training."

e. Defining and Naming Themes

The theme is given a name that reflects the essence of the data and its relevance to the research objectives. Each theme is also described in detail. The theme "Leadership Role" is defined as the ability of village heads to motivate and involve the community in development programs.

f. Producing the Report

The researcher compiled a report that contained a description of the theme and illustrations in the form of excerpts from the data. Include excerpts from interviews to support the theme of "Community Engagement."

Chart 1. Thematic Analysis Process
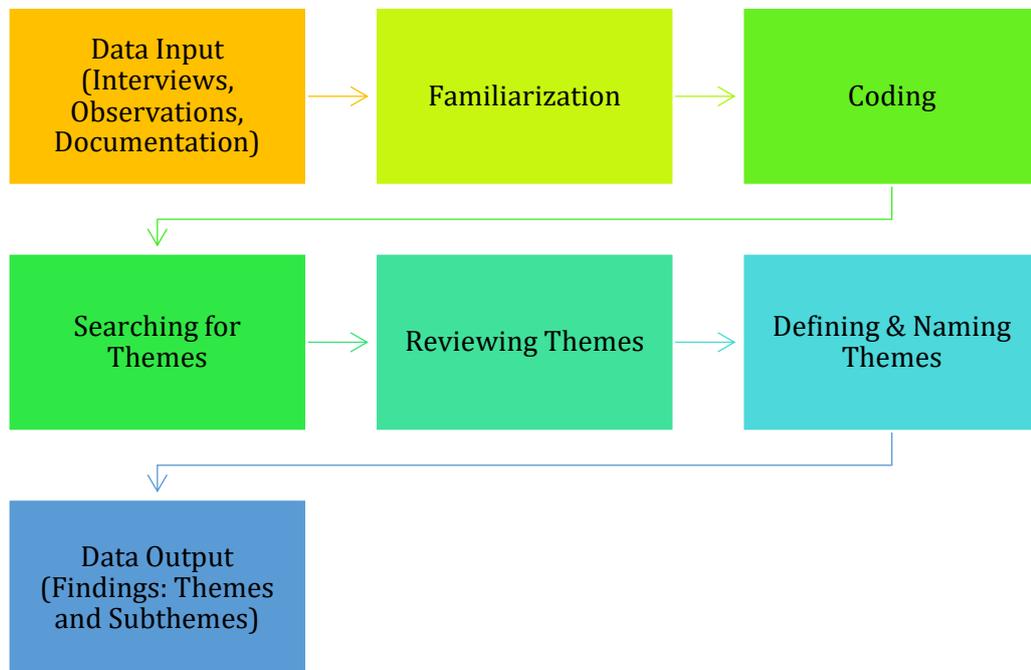
Result

1. Description of Local Human Resources Potential

    a. Identify Potential Sectors in the Village

    The results of the study show that Pucangro Village has various potential sectors that are feasible to be developed optimally. One of the leading sectors is the agricultural sector, which is the main backbone of the village economy. This village has mainstay commodities in the form of rice, corn, and fish. This potential makes a great contribution not only to meeting local needs but also to open up wider market opportunities. More modern and sustainable management can

increase crop yields and economic value.

In addition to the agricultural sector, the Micro, Small, and Medium Enterprises (MSMEs) sector in Pucangro Village also showed promising development. Various creative products such as kopyah, waring shoes and nets from local materials to processed food products typical of the village have high competitiveness. Support in the form of skills training, digital marketing, and access to capital can help the sector grow more rapidly and create new jobs for local communities.

The arts and culture sector is also one of the important assets owned by Pucangro Village. Traditional arts, such as reog are a local cultural heritage that is a special attraction in itself. This potential can be packaged in the form of culture-based tourism activities that not only introduce the cultural richness of the village, but also increase community income through tourist visits. The development of annual cultural festivals or other art attractions can be a strategic step to raise the image of the village at the regional and national levels.

With these various potentials, Pucangro Village has a great opportunity to grow into an independent and competitive village. Synergy between the village government, the community, and related parties is urgently needed to optimize this potential through targeted and sustainable planning and program implementation.

b. Analysis of Current Conditions Related to Human Resource Potential Management

The management of Human Resources (HR) potential in Pucangro Village is currently facing various challenges that require serious attention. One of the main obstacles is the low level of public knowledge. Most of the population does not yet have adequate access to technological capabilities and skills training. This has an impact on the limited ability of the community to compete in the modern job market and in managing the potential of the village optimally.

In addition, limited access to job training is also a significant obstacle. The training programs held are still very limited, both in terms of quantity and quality. As a result, the community does not have enough knowledge and skills to develop potential sectors, such as agriculture, MSMEs, as well as arts and culture.

The lack of technological support is also the main obstacle in managing human resource potential. Most people are not familiar with the use of technology to increase productivity and work efficiency. This is evident in the agricultural sector, where traditional practices still dominate, as well as in the MSME sector that has not fully utilized digital technology for marketing or production. This limitation reduces the competitiveness of products and services produced by the people of Pucangro Village.

However, in the midst of these various obstacles, there are local initiatives that provide new hope. Farmer groups and MSME communities in this village have begun to introduce simple technology to support their activities. Examples are the

use of simple machines for processing agricultural products and the use of social media to market MSME products. These steps show that the community has the potential to develop if it receives the right support and assistance.

In the future, the management of human resource potential in Pucangro Village requires a more comprehensive approach. Village governments need to collaborate with various parties to provide wider access to education, training, and technology. With collaborative efforts, existing obstacles can be overcome, and the potential of village human resources can be maximized to support sustainable development.

2. The Role of Village Leadership in Empowering Local Human Resources
   a. The Role of the Village Head

   The Head of Pucangro Village plays a key role in efforts to empower local Human Resources (HR). This role is realized through various strategic steps that aim to increase community capacity and support the development of village potential. One of the efforts that has been made is to facilitate job skills training for the community. This training program covers various fields, such as technical skills in the agricultural sector, agricultural product processing, and entrepreneurship. Through this training, the community is expected to be able to improve their abilities and open up better economic opportunities.

   In addition to training, the Village Head also plays a role in supporting the formation of village cooperatives as a forum for community economic empowerment. This cooperative is designed to be a center for economic activities that involve the community directly, such as the management of agricultural products, the provision of basic necessities, and access to capital for small businesses. The presence of cooperatives not only improves the welfare of the community, but also strengthens social solidarity in building an independent and sustainable village economy.

   To expand the impact of the empowerment program, the Pucangro Village Head is also actively collaborating with external parties. One of the strategic partners is Non-Governmental Organizations (NGOs) that have the expertise and resources to support empowerment programs. These NGOs help in providing training, mentoring, as well as access to a wider network for marketing local products. In addition, universities are also important partners in supporting the development of village human resources. Through this collaboration, students and lecturers contribute in the form of research, innovation, and community service that are relevant to the needs of the village.

   The efforts made by the Village Head show a strong commitment to community empowerment. However, the success of these programs requires full support from all elements of society, from active participation in training to optimal use of village cooperatives. With good synergy between the village government, the

community, and external partners, Pucangro Village can continue to develop into a developed and independent village.

b. Challenges Faced in Empowering Human Resources

Human Resource (HR) empowerment at the local level is inseparable from various complex challenges. One of the main challenges is the lack of budget allocation for training and human resource development programs. Limited village budgets often have to be allocated for infrastructure needs or other urgent programs. As a result, job training programs, skills education, and community assistance cannot be carried out optimally. Without adequate financial support, these empowerment initiatives risk stalling before they achieve the expected impact.

In addition to budget constraints, community resistance to change is also a big challenge in empowering human resources. Some people tend to maintain traditional ways of working and are less open to innovation or new technology. This is often motivated by a lack of knowledge about the benefits of such changes, as well as concerns about the risks that may arise. For example, in the agricultural sector, some farmers are reluctant to try modern farming methods because they are considered more complicated or require large initial costs.

Another challenge that is no less important is the weak coordination between related parties. Human resource empowerment efforts often involve various stakeholders, such as village governments, non-governmental organizations (NGOs), universities, and the private sector. However, the lack of effective communication and synergy between these parties can hinder the success of the designed program. For example, there is an overlap in programs or a mismatch between the needs of the community and the training provided.

The COVID-19 pandemic has added a new dimension to the challenge of human resource empowerment. Restrictions on social and economic activities during the pandemic have resulted in many empowerment programs being stopped or delayed. Training that is usually conducted face-to-face must be stopped, while adaptation to online methods faces technical obstacles, such as limited access to the internet and devices among rural communities. In addition, the pandemic also exerts significant economic pressure, so that people focus more on urgent needs rather than participating in empowerment programs.

Addressing these challenges requires an integrated and innovative approach. Village governments can strive for a more balanced budget allocation, involve the community in the program planning process to reduce resistance, and build a more effective coordination mechanism between related parties. In a pandemic situation, the use of digital technology and a hybrid approach in training can be a solution to maintain the continuity of human resource empowerment. With

coordinated efforts, these challenges can be overcome to support better human resource development in the future.

Discussion

1. Description of Local Human Resources Potential

    Pucangro Village has significant potential for Human Resources (HR), which can be optimized through a structured approach in the management of potential sectors. Data-based approaches and information technology are effective solutions to overcome current management challenges. The use of accurate data allows for the identification of training and skill development needs that are appropriate to the conditions of the village community. This is in line with findings that emphasize the importance of data in sustainable village development planning (Fitriana, D., Rahmawati, E., & Nugroho, 2023).

    In the agricultural sector, the application of digital technology and the concept of smart farming can increase productivity and efficiency. Technologies such as the Internet of Things (IoT), soil sensors, and smart irrigation systems allow farmers to monitor land conditions in real-time, so that agricultural decisions can be made in a timely and accurate manner. The implementation of smart farming has been proven to increase crop yields and efficient use of resources (Masripah, 2022). However, challenges such as high investment costs and limited technological infrastructure in rural areas need to be addressed through government support and training for farmers.

    The Micro, Small, and Medium Enterprises (MSMEs) sector in Pucangro Village also has great potential to develop through the integration of digital technology. E-commerce training can empower MSME actors to market local products more widely, even to the international market. The use of digital platforms allows MSMEs to reach a wider range of consumers and increase the competitiveness of their products. Studies show that the adoption of information and communication technology in rural areas can strengthen local economies and improve people's digital literacy (Kusumawati, 2024).

    To realize this potential, synergy between the government, the community, and the private sector is needed in providing sustainable technology, training, and mentoring infrastructure. Thus, Pucangro Village can maximize the potential of its human resources and achieve inclusive and sustainable development.

2. The Role of Village Leadership in Empowering Local Human Resources

    Village leadership has a crucial role in encouraging community participation and empowering local Human Resources (HR). A proactive village head is able to create an inclusive empowerment ecosystem, where every member of the community feels involved and has a role in village development. For example, Melung Village in Banyumas Regency has succeeded in transforming itself through the "Internet

Literacy Village" program initiated by the local village head. This initiative shows how visionary leadership can encourage innovation and active community participation in village development (Kushadajani & Permana, 2020).

The success of local human resource empowerment cannot be achieved without strong collaboration between village heads, local governments, and the private sector. This cooperation is important to optimize the resources and support needed to face various challenges of village development. For example, leadership and management training for village heads can increase their capacity to plan and implement village development programs effectively. This is reinforced by research that shows that leadership training not only improves the managerial skills of village heads, but also promotes the successful implementation of more efficient and sustainable development programs (Yuliana, E., & Fahmi, 2020).

In addition, capacity building of village heads through strategic leadership training is also needed to overcome existing challenges. This training aims to improve the professionalism and competence of village heads in managing villages effectively and efficiently. This training program prepares a comprehensive curriculum to develop participants' leadership skills, understand development concepts, and hone managerial skills so that they are able to manage the village effectively. Research shows that leadership training based on clear and applicable strategies can produce village heads who are better prepared to face development dynamics and have a positive impact on the success of village programs (Nuraeni & Kusuma, 2021).

Thus, the role of village leadership that is proactive, collaborative, and supported by capacity building through strategic training, is key in empowering local human resources and sustainable village development.

3. Strategy for Optimizing the Potential of Local Human Resources

Optimizing the potential of local Human Resources (HR) in Pucangro Village requires a community-based empowerment strategy that involves active community participation in the planning and implementation of human resource development programs. This approach ensures that the programs run are in accordance with local needs and potentials, thereby increasing the effectiveness and sustainability of the programs. Collaboration between village heads, local governments, and other stakeholders is essential to create synergies that support the sustainability of the program. This collaboration allows for optimal utilization of resources and the development of more comprehensive programs. For example, the Ministry of Villages, Development of Disadvantaged Regions, and Transmigration (Kemendes PDTT) emphasizes the importance of cross-sector collaboration in accelerating the realization of independent villages (PDTT, 2021).

The implementation of local human resource empowerment strategies that have been carried out by the village head of Pucangro include:

a. Implementation of Job Skills Training: Training programs that are relevant to the needs of the local market can improve the skills and competitiveness of the workforce in the village. According to research by (Widyanto, 2020), Training programs based on local market analysis can increase the effectiveness of training and the relevance of the skills provided. Here are some relevant types of training:

1) Job Skills Training in the Agricultural Sector Training in the agricultural sector can focus on upskilling and the application of technologies that support sustainable agriculture. Some types of training that can be applied include:

   a) Smart Farming Training: Using modern technology such as automated irrigation systems, drones for land mapping, and mobile-based applications for crop monitoring. This aims to increase efficiency and agricultural yields. These training programs can include an introduction to the tools and software used in smart agriculture.

   b) Agricultural Product Processing Training: Increasing the added value of agricultural products through product processing, such as the manufacture of flour, oil, or other processed products from agricultural products such as corn, rice, or horticulture. This training can also include marketing and distribution techniques for processed products.

   c) Organic Farming Training: Teaching eco-friendly farming techniques with the use of organic fertilizers and sustainable soil management. This training can include techniques for cultivating plants without chemicals, as well as how to get organic product certification.

2) Entrepreneurship Training
   In the entrepreneurship sector, the training offered can be focused on developing business skills that suit local needs. Some of the programs that can be applied are:

   a) Small Business Financial Management Training: Provides an understanding of how to manage capital, calculate costs, manage cash flow, and marketing strategies. This training aims to help village MSME actors in managing their businesses more efficiently.

   b) Digital Marketing Training: Provides skills in using online platforms to market products, such as through social media, e-commerce, and websites. This will help local entrepreneurs expand their markets and increase sales of their products, especially those based on handicrafts or processed food products.

   c) Creative and Innovative Product Making Training: Teaching unique techniques for the production of goods or services, such as local resource-based handicraft products that have high artistic value. These skills can be combined with entrepreneurship training to develop products that are ready to market.

b. Establishment of a Communication Forum between Village Leaders and Stakeholders: This forum serves as a forum for discussion and coordination between the village government, local government, and other stakeholders. Through this forum, various parties can convey aspirations, ideas, and resources that can be used for local human resource empowerment. Research by (Suryani, 2019) It shows that effective communication between stakeholders in village development planning can increase collaboration and program success.

c. Integration of Information Technology for Monitoring and Evaluation: The use of information technology in monitoring and evaluating the development of human resource empowerment programs allows for accurate and real-time data collection. This makes it easier to make decisions and adjust programs according to the dynamics that occur in the field. As expressed by (Pratama, M., & Widodo, 2020), Information technology in evaluation and monitoring can help mitigate problems that arise in the implementation of the program.

With the implementation of the right strategy, Pucangro Village can optimize the potential of local human resources and improve the welfare of the community in a sustainable manner. It is important for all parties to commit and work together in realizing these goals.

Conclusion

This research on Village Leadership Empowerment in Optimizing the Potential of Local Human Resources reveals the importance of the role of village heads in driving community empowerment through proactive and collaborative leadership. Effective leadership can create an inclusive empowerment ecosystem, where the community is actively involved in the planning and implementation of village development programs. In addition, collaboration between village heads, local governments, and the private sector is urgently needed to optimize the potential of local human resources, ensure sustainability, and strengthen the impact of empowerment programs.

Increasing the capacity of village heads through strategic leadership training is one of the important steps to overcome challenges in village human resource management. The training is expected to improve managerial skills and understanding of sustainable development, as well as strengthen the ability of village heads to make effective decisions in the context of human resource development.

Overall, the empowerment of local human resources in Pucangro Village can be achieved through community-based empowerment strategies that involve training skills relevant to market needs, the establishment of communication forums involving stakeholders, and the integration of information technology to monitor and evaluate program development. With the implementation of the right strategy, the potential of local human resources can be optimized, and the welfare of village communities can increase sustainably.

This research suggests the need for policies that support cross-sector collaboration and capacity building of village leaders so that human resource empowerment can be more effective and have a positive impact in the long term.

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