

## Analysis of Village Government Policy and Human Resource Quality

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### Abstract

Human resource development within the scope of village government is a problem that is always faced in efforts to educate the nation's life according to the mandate of the 1945 Constitution. In this regard, this study aims to determine the mechanism for determining village government policy in accommodating community needs related to human resource development for the Ilngai Village community. The research data obtained indicates that the mechanism for formulating the Ilngai Village Government Policy has not been carried out properly. This affects the low quality of human resources owned by the Ilngai Village community.

**Keywords:** *policy formulation, human resources, society.*

### INTRODUCTION

In today's globalized era, every human being is a subject for development. Humans, as agents of change, play a crucial role in the growth and improvement of development, encompassing both physical and non-physical aspects. Therefore, we must first form or empower humans to fully and actively support, even control, physical development. With the increasing pace of development, the government is expected to employ various methods and strategies to shape and empower individuals. Obstacles and failures often arise, rendering the government's efforts futile. The government faces a growing challenge in formulating innovative strategies to spearhead human development initiatives. In this case, human development is identical to community empowerment efforts that lead to the achievement of the state's goals, namely social welfare, as mandated in the 1945 Constitution. In light of this, it's crucial to comprehend the origins of community empowerment, as the term itself derives from the root word "power," signifying strength or ability.

This understanding defines empowerment as a process that either leads to empowerment or provides power (strength/ability) to those who lack empowerment. Meanwhile, Madekhan Ali (2007:86) defines community empowerment as "a form of participation to free themselves from mental and physical dependence." From the two definitions above, we can conclude that the government's efforts to empower the community aim to make every community capable and creative in national life, encompassing both government bureaucracy and village life. When we discuss community empowerment at the village level, we understand the village as a legal community unit with territorial boundaries, authorized to regulate and manage the interests of its own community, based on the rights of origin and customs recognized and respected by the Unitary State of the Republic of Indonesia. As a customary law

community unit, the village has a role to protect the community and, at the same time, improve and preserve the customary values that are the heritage of ancestors.

Furthermore, government programs operate in the village, the smallest part of the Republic of Indonesia, with the systematic goal of enhancing the welfare of the local residents. The government implements various programs within the village, including village government, village development, village community institutions, and village community empowerment programs. Law Number 6 of 2014, which mandates village governance, typically presents the village government with the task of executing and arranging all activities to enhance development, taking into account the interests of the village community. In this context, we can categorize all aspects of village government implementation into distinct sectors, aiming to enhance development across the board, thereby aligning with the village community's capabilities and quality to meet the swift advancements of the modern era.

According to the above description, one of the efforts made by the village government to enhance the quality of human resources in the village involves the establishment of legal rules or policies. These rules or policies are designed to simplify these programs in several stages, starting with the draft implementation of the village government program, known as RPJM-Des (Village Medium-Term Program Draft). Subsequently, they transform the draft into a government work plan, known as RKP-Des (Village Government Work Plan), which serves as a tool for program evaluation. Following this, they finalize a budget plan stage for each program, utilizing APB-Des (Village Revenue and Expenditure Budget) and funding from the Village Fund Allocation (ADD) and Village Fund (DD). The described stages specifically empower the village government to serve the entire Ingei Village community in South Tanimbar District, Southwest Maluku Regency. Ingei Village, as an autonomous village in the 2016 budget year, has set several activities that lead to the village community empowerment program, which includes: Increasing Youth Groups' Capacity (Computer Training) Facilitation of Farmer Groups (Farmer Group Operations). Facilitation of Vulnerable Groups, Poor Community Groups-Women-Indigenous Communities, and the Disabled (Student Allowances)

The implementation of various community empowerment programs, as previously mentioned, has not yielded success due to a lack of transparency in the process and unclear evidence that aligns with the community's interests. The government's efforts to improve the quality of society are considered ineffective in their application. Due to government programs or activities failing, the village's efforts to empower the village community are useless and do not help the village community develop. We conducted this study to examine the significance of "Analysis of Village Government Policy on Improving the Quality of Human Resources in Ingei Village, South Tanimbar District, Southwest Maluku Regency". We hope that the various policies implemented by the Village Government can significantly contribute to the enhancement and expansion of society, acting as catalysts for national development.

## **RESEARCH METHODS**

This research was conducted using a qualitative research type and a phenomenon approach in a natural social context, prioritizing the process of in-depth communication interaction between the researchers and the phenomena under study. Therefore, in this

study, researchers also use a phenomenological research type, where the phenomenological research type is intended to understand the main problem or core of individual experiences in this case are research informants, which are related to a phenomenon or research problem being studied. We conducted this research in Ingei Village, South Tanimbar District, Southwest Maluku Regency. We chose this location as the research locus due to the village's suboptimal utilization of human resources. The village's limited human resources hinder the proper implementation of community-oriented development. In order to carry out this research, the author used several data collection techniques, namely direct observation, directed interviews, and documentaries. The author conducted direct observation, which involved observing the research object without the use of transparent media, thereby providing a more accurate picture. We conducted directed interviews with freedom, keeping the focus on the main problems that the interviewer had prepared in advance, thereby ensuring the relevance of the obtained information. In addition, documentary data is also used, which includes information that is stored or documented as supporting evidence. Researchers consider these data collection techniques capable of producing accurate information that aligns with the research problems under study.

According to Miles and Huberman (Emzir, 2010), this study employs three types of activities in the qualitative data analysis stages. The first step involves data reduction, which summarizes or sorts useful data to eliminate unnecessary information from the presentation process. Second, data display aims to present data in descriptive form regarding the research object, guided by the study conducted; this presentation can be in the form of narratives, graphs, matrices, or networks. Thirdly, the process involves drawing conclusions and verifying the presented data, aiming to address the research's primary focus. We hope that these three data analysis approaches, derived from data collected from informants at the research location, can offer suitable solutions to the issues under investigation.

## **RESULTS AND DISCUSSION**

### **Community Empowerment Policy in the Field of Education**

Dunn (2002) argues that the policy-making process is carried out based on a series of long and difficult processes. This process begins with the formulation of problems that discuss community problems which are then re-analyzed to problems that are urgent and require quick handling. Furthermore, the determination of the policy agenda is discussed thoroughly to prove the feasibility of a problem to be addressed, the discussion of the problems submitted are discussed and analyzed. Furthermore, the policy agenda determines the problems that will be addressed immediately, then the determination of policy alternatives which contain the alternatives chosen to address the problems faced by the community by considering their weaknesses and strengths, after going through consideration of weaknesses and strengths, there will be approval of policy alternatives to be raised based on consideration of weaknesses and strengths.

After that, the alternatives that have been agreed upon will be raised in the policy, which will then be implemented in the policy implementation stage, after the policy in the form of programs and activities is implemented, monitoring needs to be carried out with the aim of being able to identify obstacles and/or advantages so that if changes occur, mitigation efforts are made that do not cause losses. After monitoring is carried out, the

policy evaluation which is conceptually not only at the end of the policy implementation but from each stage of the policy starting from the formulation of the problem to the evaluation stage itself. This is done to determine the level of achievement expected in each stage of the policy, as well as to anticipate problems that may arise unexpectedly.

Related to the description above, the mechanism for formulating a policy consists of a series of long, complicated, and continuous processes, but this concept is very contrary to the real conditions that the author found in the research field. It is said so because the results of the study found that in the formulation of community empowerment policies in Ingei village it was not implemented based on the policy formulation mechanism that should have been. In connection with this, data obtained from informants showed that the mechanism for formulating village policies was only carried out by the village head as the village leader without involving interested parties. It was said that; "The policy of antua (village head) determine just mo, and if antua su determine it means seng can change akang (translation; The Village Head makes his own policy and if it has been determined then it cannot be changed)" (Interview results September 26, 2017).

This opinion is reinforced by the confession of the Deputy Chairperson and Chairperson of the Village Consultative Body (BPD) who explained that the policies taken are always closed and acclamation, each policy is determined directly by the Ingei village government. This fact proves that the Ingei Village government holds control of the government without being based on needs but rather the will of the village government or in other words the policies implemented are top-down so that they do not go through the proper forecasting mechanism. The possibility of weaknesses and strengths of the policies taken can occur because they are not predicted before their formulation is carried out. In addition, there are other hopes that are shrouded in the policy of providing learning assistance to the community which is none other than political shares where learning assistance is given to the community with the hope that the community will provide support to the government in the village democracy party in the future. This was clearly expressed by the community regarding the various assistance provided that "the assistance was given so that the community would later choose the old man (Village Head) to be the village head next year" (interview September 2017).

All assistance is provided with political objectives, which, without realizing it, often diverge from the actual goals. In this case, the village government, as an extension of the state, is required to guarantee the welfare of the community as a whole without having to make a separation between one community and another in the service provision process. In this case, the village's political interests solely drive the provision of services to the community. Meanwhile, the community's perspective on assistance provision hinges on the presence of familial ties between the community and the village head. Interviews with other community leaders revealed that the village government prioritizes community members who have emotional family relationships with the village head when distributing education assistance.

More clearly regarding this matter, the community conveyed that the village government in the scope of information on the distribution of assistance based on data obtained from informants showed that the village government in this case had not carried out its service duties optimally to the community according to the needs of the community. This implies that the Village Head's individual interests continue to significantly influence the services provided to the community. Based on this, government policies aimed at providing education assistance continue to prioritize

meeting the needs of the village head as an individual, rather than as a leader overseeing the village government area.

### **Community Involvement Through Village Consultative Bodies in the Village Policy Formulation Process**

According to Law No. 5 of 2014 concerning villages, the village consultative body, also known as BPD, is an institution responsible for executing government control functions to reduce the occurrence of unwanted deviations. Policy control makes it easier for the community to know and understand the form of policy that is appropriate and truly needed. This reality is very different from the conditions in Ingei Village, South Tanimbar District. The Chairperson and Deputy Chairperson acknowledged that the Village Consultative Body is unable to properly carry out its control function, explaining that "it's useless for us to give advice or considerations; we still use them; you determine everything with no one who can oppose it, including all activities that will be made; even the people who will participate in the activities are also determined; and of course you only take people" (interview results, 2016).

It is evident that the policy was formulated without following a proper policy formulation mechanism, and the policy maker unilaterally (directly) determined the policy. This demonstrates how the government, as the village's highest authority, employs the patronage system to determine programs or activities specifically for learning assistance recipients, motivated by a desire to assist certain individuals or communities based on political or familial relationships. Furthermore, the village head possesses prerogative rights, also known as special rights. These rights are unchallenged and unquestionable, ensuring that the decisions made are unassailable. This, in turn, renders the village's deliberative body powerless in guiding community aspirations through the entrusted control function. The conceptual approach is in stark contrast to the reality in the Ingei village community, South Tanimbar District, where the patronage system and prerogative have become dominant. This means that the decision-making process and policies no longer reflect the needs of the community, but rather the desires or will of the village government. In other words, the community only accepts the policies, and the village deliberative body is powerless to intervene. The situation described above indicates that the village government is not effectively carrying out its supervisory duties.

### **Problems That Occurred as a Result of Community Empowerment Policies in the Field of Education in Ingei Village**

Every policy is undoubtedly determined based on the needs of the community, which are discussed in the mechanism of formulating a policy by going through a discussion process until the policy is feasible to implement. In this process, various analyses are seen to predict the consequences or possibilities that will occur with the aim of being able to anticipate changes and minimize the occurrence of failure in implementing the policy.

The village government in Ingei village directly determines the policy of community empowerment in education through learning assistance, not through a policy formulation mechanism. Many individuals struggle financially to pursue higher education. We provide assistance to foster an educated society. Lastly, we offer chances for the community to pursue higher education. The three reasons listed above serve as a barometer for determining the policy of community empowerment in the field of education. Therefore, if the policy is not implemented through the correct policy

formulation mechanism, there is no effort to anticipate the possibility of failure in implementing the community empowerment policy in the field of education.

Therefore, the implementation of the community empowerment policy in the field of education, which involves providing learning assistance, has not proceeded optimally due to its perceived lack of urgency. The community empowerment policy in the field of education only serves a small portion of the community, not the entire community. There is a value of injustice, where the provision of learning assistance is specifically for certain parties based on elements of emotional closeness and elements of political closeness, and these elements are the triggers for antipathy, indifference, and indifference to the government in the village. There is no binding agreement between the recipients of assistance and the government, thus providing space for the community not to use the assistance provided properly. We discovered that some individuals (assistance recipients) made the decision to discontinue their college education for unclear reasons. There are no sanctions imposed on the community of assistance recipients, making them dependent or consumptive. The community (assistance recipients) does not have a sense of responsibility for the assistance provided. The problems above occur as a very clear and visible result because, based on the statements of the community in the interviews conducted, various statements were found that supported it.

### **Problem Solving Solutions**

Humans strive to avoid the various experiences that come with normal life. However, problems are an inevitable part of life. Sebastiane, a Dutch national, stated in a testimony of his faith in January 2015 that there is always a solution to every problem. We simply understand the word "solution" to mean the resolution of a problem. The word "solution" originates from the Latin verb "configure," which means to strike each other, leading to a state of helplessness. In this situation, people will take actions to overcome their helplessness; these actions are referred to as solutions.

### **Human Resource Development Planning**

Planning is the core of management because all activities must be based on a plan. With planning, decision-makers, or, in other words, the government, will be able to determine the right steps in developing human resources effectively and efficiently for the sake of improving the lives of more empowered communities.

Mature human resource development planning is essential for enhancing human resources, as it enables the implementation of activities or programs within human resource development, taking into account potential strengths and weaknesses, thereby simplifying the process of identifying the most suitable form of human resource growth. Additionally, activities or programs will be more focused and easier to control, leading to the achievement of expected goals.

The government of Ingei village aspires for a community equipped with professional human resource capabilities to enhance the quality of community life. This aspiration motivates the government to enhance human resources through a community empowerment program that primarily focuses on education and learning assistance. This assistance is provided with the aim of providing the community (students) with the opportunity to enjoy a decent education, because in this way it will create a better future with the educational capital they are pursuing.

When it comes to implementing the community's wishes as expected, the village government has failed to produce a relevant policy that aligns with the needs of the Ingei Village community. The data reveals that the government's approach to meeting the community's educational needs remains subjective. This implies that the village government exclusively provides services to a select group of people. People assert that the Ingei Village government caters solely to specific communities due to the government's consistent focus on them. The aforementioned data reinforces the suspicion that the Ingei Village Government does not base its policy decisions on optimal policy planning. Thus, in the process of implementing the policy, it only accommodates the interests of a handful of village communities.

### **Improvement of Policy Formulation Mechanism**

According to Ripley, as cited in Subarsono (2005), formulating a policy necessitates a series of lengthy, intricate, and complex steps. These steps include considering and analyzing the feasibility of a problem, considering alternative policy choices, and so on. However, the government often disregards these steps, directly determining the policy. Thus, the Ingei village government must follow the policy formulation mechanism. This is crucial because it allows the Ingei village government to formulate a policy that takes into account the potential consequences and increases the likelihood of minimizing them.

### **Empowerment of Ingei Village Government Apparatus**

Every existing government aspires to excellent governance, which it can only achieve with the support of robust government apparatus resources. Therefore, it is crucial to have a government apparatus with the ability and competence to support the implementation of government duties and achieve government goals. The government apparatus plays a pivotal role in determining the success or failure of a policy. Therefore, it is crucial to empower the village government apparatus to effectively carry out their duties and responsibilities, both as village leaders and heads of affairs, without encountering any challenges. We need to make efforts to strengthen the village government apparatus in Ingei Village. This is because the village government apparatus requires intellectual, personality, and moral skills to carry out their duties and responsibilities. The government organization can apply these skills in real-world situations to develop and achieve its goals.

Empowerment of apparatus is very necessary because it has benefits, namely as a complementary aspect in the implementation of government duties in Ingei village, South Tanimbar District. These benefits include enhancing employee quality, innovation, loyalty, achievement, and productivity. Increasing employees' creativity and commitment. Enhancing community services aligns with the organization's objectives. It serves as a crucial instrument for enhancing performance. It has the ability to raise awareness, provide assistance, motivate, and aid in the development of an individual's potential. Based on the aforementioned opinion and research results, it is evident that the poor performance of the Ingei village government apparatus, particularly the village consultative body, hinders its ability to perform control functions, including oversight, control, and policy implementation. Given this reality, we need to empower the village government apparatus to ensure they are capable, responsive, and competent in their tasks and responsibilities, as well as foster their creativity. Given the circumstances and realities of the West Maluku Tenggara Regency, we should implement empowerment through education, training, and mentoring.

Through these three forms of empowerment, the Ingei village government apparatus will gain the ability to innovate and be creative, making expertise and skills an absolute guarantee for the successful implementation of village government policies in Ingei Village. Empowerment will enable the Ingei village consultative body to succeed, leading to improved performance in delivering credible, high-quality, and dignified government services for the village's residents.

## CONCLUSION

Based on the research results as obtained, it can be concluded that the implementation of the Ingei Village Government policy related to improving human resources in the Ingei Village community is still very low. The research data, specifically, supports this. The Ingei Village Government's provision of assistance to the village community in terms of improving human resources is still based on family relationships and the village head's political interests. The village government still plays a full role in formulating every policy in the village, despite not fully implementing the community's involvement in policy formation. The village government has not properly implemented the mechanism or the previously explained provisions for policy formulation. This negatively impacts the public's perception of the village government's ability to provide services to the community, particularly in relation to their policy on human resource development in Ingei Village. Based on this, we anticipate that the research findings presented in this article will assist the village administration in devising policies that effectively serve the community's interests.

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