

HUMAN RESOURCE DEVELOPMENT STRATEGY FOR VILLAGE OFFICIALS AT THE MAHATO VILLAGE OFFICE

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ABSTRACT

This study aims to analyze the actual condition of human resource (HR) development, its supporting and inhibiting factors, HR development strategies, and the role of the village head's leadership in developing the HR of village officials in Mahato Village, Rokan Hulu Regency. The study employs a qualitative approach with a descriptive design. Data were collected through in-depth interviews, observation, and documentation studies involving key informants, namely a representative of the leadership of the Tambusai Utara District Office, a representative of the village development division of the Community and Village Government Empowerment Agency (DPMPD), and a representative official of the Regional Personnel Agency (BKD). Data were analyzed using thematic and narrative analysis. The results show that the development of village officials remains incidental and has not been planned systematically. Supporting factors include regulations and the commitment of leaders, while the main inhibiting factors are budget limitations, weak planning, and low motivation among officials. The required HR development strategies include competency-based planning, strengthening internal coaching, the use of technology, and inter-agency synergy. This study underlines the importance of the village head's leadership as the main director and driver of HR development for village officials.

Keywords: *human resource development; village officials; leadership; public service*

1. Introduction

The development of village officials' human resources (HR) is an essential prerequisite for the delivery of effective and accountable public services at the frontline level of government. As the governmental unit that interacts most directly with citizens, the village is expected to be staffed by officials who are competent, professional, and adaptive to regulatory change and to advances in administrative technology. In practice, however, HR development for village officials across many parts of Indonesia continues to face substantial constraints, including weak capacity-development planning, uneven levels of competence among officials, and limited use of technology in public service delivery. These conditions have a direct bearing on the quality of the services that rural communities receive.

The principal weakness of previous studies lies in the scarcity of work that integrates the actual condition of HR development, its supporting and inhibiting factors, the development strategies adopted, and the role of the village head's leadership within a single analytical framework. Most earlier studies have also relied on quantitative or

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normative-descriptive approaches, and have therefore been unable to explore in depth the dynamics and the local context in which village officials are developed. Yet the diversity of village characteristics demands contextual understanding if HR development strategies are to be formulated appropriately and sustainably.

Responding to this gap, the present study examines the HR development strategy for village officials in depth through a qualitative approach. It does not merely describe the current state of HR development; it also analyses the supporting and inhibiting factors, formulates relevant development strategies, and examines the role of the village head's leadership in designing and implementing those strategies. By taking Mahato Village as a case study, this research offers contextual empirical evidence that contributes to the study of human resource management in the village public sector.

Specifically, this study aims to: (1) analyse the actual condition of HR development among Mahato Village officials; (2) identify the factors that support and inhibit that development; (3) formulate relevant and sustainable HR development strategies for village officials; and (4) analyse the role of the village head's leadership in HR development. The findings are expected to serve as a reference for village and regional governments in designing HR development policies that are more effective and oriented toward improving the quality of public services.

2. Literature Review

Human Resource Development (HRD) is conceptually understood as a strategic, planned, and continuous process aimed at improving individual competence and organisational performance ([Garavan et al., 2017](#); [Otoo et al., 2024](#)). From this perspective, training and coaching are not incidental administrative activities but long-term organisational investments. [Saks and Haccoun \(2016\)](#) argue that a mismatch between job requirements and individual capacity results in low performance effectiveness, which implies that HR development must be designed on the basis of needs and job competencies.

The concept of Strategic Human Resource Development emphasises the integration of organisational strategy and human resource development, so that development programmes do not stand alone but form part of organisational planning ([Garavan et al., 2017](#)). In a similar vein, [Holton and Baldwin \(2018\)](#) highlight the importance of learning transfer if training outcomes are to be genuinely applied in the workplace. Together, these perspectives indicate that the effectiveness of HR development is determined not only by participation in formal training but also by a working climate that supports continuous learning.

From an institutional standpoint, institutional theory explains that regulations and institutional structures act as drivers of behaviour in public organisations ([Ansell & Gash, 2008](#)). The resource-based view, meanwhile, positions the availability of organisational resources as a determinant of an organisation's capacity to build HR-based advantage ([Barney, 1991](#)). In the context of village government, these two perspectives help explain why regulatory support alone, without adequate budget and planning, often fails to produce effective HR development.

The leadership dimension is explained through transformational and strategic leadership theory, which casts the leader as an agent of change and the principal driver

of organisational capacity development (Northouse, 2021). Empirically, Agustina (2023) and Wahyul (2024) find that visionary and participatory leadership significantly influences the success of HR development for village officials.

A range of earlier studies shows that the development of village officials is closely linked to improvements in performance and in the quality of public services. Dewi et al. (2021) and Sofianto (2024) find that training for village officials improves administrative efficiency and village governance. Most of this work, however, remains focused on technical training and on the competence of individual officials. Other studies, such as Zaman et al. (2022), Wahyul (2024), and Laila (2025), point to institutional factors and budget limitations as obstacles to village HR development, but do not examine comprehensively how HR development strategies are designed and implemented holistically at the village level.

Building on this review, the present study positions itself within the gap in the literature by integrating the actual condition of HR development, its supporting and inhibiting factors, the development strategies adopted, and the role of the village head's leadership into a single analytical framework in the setting of Mahato Village.

3. Research Methods

3.1 Research Approach and Location

This study uses a qualitative approach with a descriptive design in order to obtain an in-depth understanding of the HR development strategy for village officials. The qualitative approach was chosen because the study focuses on exploring the processes, experiences, and dynamics of HR development, which are contextual in nature and cannot be adequately explained in quantitative terms. The research was conducted in Mahato Village, Rokan Hulu Regency, which serves as a case study representing the dynamics of HR development among village officials.

3.2 Research Subjects and Informants

Research subjects were determined purposively, taking into account each informant's involvement in and authority over the coaching and development of village officials. The informants comprise three main groups: (1) a representative of the leadership of the Tambusai Utara District Office; (2) a representative of the village development division of the Community and Village Government Empowerment Agency (DPMPD) of Rokan Hulu Regency; and (3) a representative official of the Regional Personnel Agency (BKD) of Rokan Hulu Regency. Informants are referred to by disguised structural positions in order to preserve confidentiality and to meet the ethical requirements of the research.

3.3 Data Collection Techniques

Data were collected through semi-structured in-depth interviews, field observation, and documentation studies. The interviews were used to explore informants' views and experiences regarding the actual condition of HR development, its supporting and inhibiting factors, the strategies adopted, and the role of leadership in developing village officials. Observation served to capture the working context of village officials and their public service practices, while the documentation study strengthened the data through planning documents and policies related to village HR development.

3.4 Data Analysis Techniques

Data were analysed using thematic and narrative analysis, proceeding through data reduction, coding, thematic categorisation, and the drawing of conclusions. Data validity was maintained through source and method triangulation and through limited confirmation of the findings with informants. This approach was intended to produce credible findings and a comprehensive picture of the HR development strategy for village officials.

4. Results and Discussions

4.1 Research Results

This section presents the findings in line with the research objectives, covering the actual condition of HR development among village officials, the supporting and inhibiting factors, the HR development strategies, and the role of the village head's leadership in developing the officials of Mahato Village.

4.1.1 Actual Condition of HR Development among Village Officials

The findings show that the actual condition of HR development among Mahato Village officials remains suboptimal. The main findings are as follows:

- a. HR development for village officials remains incidental and has not been designed systematically within village planning.
- b. Competence among village officials is uneven, particularly in the mastery of administrative technology and the understanding of village government regulations.
- c. Capacity development for village officials still depends heavily on external coaching programmes provided by the regional government.
- d. Motivation for self-development among village officials is relatively low, owing to the absence of a career development system and competency-based evaluation.

These findings indicate that HR development for village officials has not been positioned as a sustainable organisational strategy.

4.1.2 Supporting and Inhibiting Factors in HR Development

The study finds that HR development among Mahato Village officials is shaped by a number of supporting and inhibiting factors, as set out below.

Supporting factors:

- a. The existence of government regulations and policies governing the coaching of village officials.
- b. The commitment of village leaders and the support of village supervisory agencies.
- c. Coordination and cooperation among the village, the district, and the regional government.

Inhibiting factors:

- a. Limitations in the village budget specifically allocated to HR development.
- b. Weak HR development planning based on needs and competencies.
- c. Low motivation and awareness among village officials regarding continuous self-development.

- d. These findings show that structural and individual factors interact with one another throughout the process of developing village officials.

4.1.3 HR Development Strategies for Village Officials

Drawing on the interviews and observation, the study identifies several HR development strategies for Mahato Village officials that are considered relevant and necessary, namely:

- a. Preparing HR development planning for village officials in a directed manner and integrating it into village planning.
- b. Developing human resources on the basis of the needs and job competencies of village officials.
- c. Strengthening internal coaching and knowledge-transfer mechanisms among village officials.
- d. Using information technology in the capacity development of village officials.
- e. Enhancing cooperation and cross-agency synergy in the coaching of village officials.

These strategies are regarded as capable of improving the effectiveness of HR development for village officials on a sustainable basis.

4.1.4 The Role of the Village Head's Leadership in HR Development

The findings show that the village head's leadership plays a highly strategic role in the development of village officials, with the following main findings:

- a. The village head acts as the director and the arbiter of priorities in HR development for village officials.
- b. The village head functions as a motivator and a role model for officials in improving their competence and professionalism at work.
- c. The village head's role in planning and evaluating HR development still needs to be strengthened so that it becomes more systematic and measurable.
- d. The village head's leadership is important in building synergy and coordination with village supervisory agencies at the district and regional levels.

These findings confirm that the success of HR development strategies for village officials depends heavily on the quality and commitment of the village head's leadership.

4.2 Discussion

The results of this study show that HR development among Mahato Village officials remains incidental and has not been systematically integrated into the planning of the village organisation. This finding reinforces the Human Resource Development (HRD) perspective, which holds that HR development ought to be a strategic, planned, and continuous process for improving organisational performance ([Garavan et al., 2017](#); [Otoo et al., 2024](#)). The lack of planning in Mahato Village suggests that the HRD function is not yet fully understood as a long-term investment, but is instead still treated as an administrative activity that follows an externally set agenda.

The uneven competence of village officials, particularly in the mastery of administrative technology and the understanding of regulations, is consistent with [Saks and Haccoun \(2016\)](#), who argue that a mismatch between job requirements and individual capacity leads to low performance effectiveness. The study also supports [Dewi et al. \(2021\)](#) and

[Agustina \(2023\)](#), who show that weak competence development among village officials has direct implications for the quality of public services. The findings therefore underline that improving the quality of village public services cannot be separated from the directed development of officials' competencies.

This study finds that the supporting factors in HR development for village officials include regulatory support, the commitment of leaders, and inter-agency coordination. This is consistent with institutional theory, which holds that regulations and institutional structures act as drivers of behaviour in public organisations ([Ansell & Gash, 2008](#)). At the same time, the results show that the existence of regulations does not automatically guarantee effective HR development, in line with [Sofianto \(2024\)](#) and [Zaman et al. \(2022\)](#), who observe that village HR development policies are often normative in character and have not been optimally implemented at the village level.

Conversely, the principal inhibiting factors are budget limitations, weak HR planning, and low motivation among village officials. This accords with [Wahyul \(2024\)](#) and [Laila \(2025\)](#), who argue that resource constraints and the absence of clear HR development planning render training programmes for village officials unsustainable and of minimal impact. From the perspective of the resource-based view, limited organisational resources constrain a village's ability to develop HR-based advantage ([Barney, 1991](#)), which in this context is reflected in the limited capacity of village officials.

The HR development strategies identified in this study competency-based planning, the strengthening of internal coaching, the use of technology, and inter-agency synergy are consistent with the concept of Strategic Human Resource Development, which emphasises the integration of organisational strategy and HR development ([Garavan et al., 2017](#)). The findings also reinforce [Holton and Baldwin \(2018\)](#), who stress the importance of learning transfer if training outcomes are to be applied in practice. This study therefore indicates that HR development strategies for village officials must go beyond formal training and be directed toward continuous learning in the workplace.

The role of the village head's leadership identified here reinforces transformational and strategic leadership theory, which casts the leader as an agent of change and the principal driver of organisational capacity development ([Northouse, 2021](#)). The findings are consistent with [Agustina \(2023\)](#) and [Wahyul \(2024\)](#), who report that visionary and participatory leadership significantly influences the success of HR development for village officials. A village head who is committed to HR development is able to create a working climate that encourages learning, motivation, and professionalism among officials.

Taken as a whole, the discussion shows that HR development for village officials is a multidimensional process shaped by structural, strategic, and leadership factors. Compared with earlier studies, which have tended to emphasise training or technical competence in a partial manner, this study contributes a holistic analysis that integrates the actual condition of HR development, its supporting and inhibiting factors, the development strategies adopted, and the role of the village head's leadership within a single framework. In doing so, it enriches the literature on HR development in the village public sector and provides an empirical basis for formulating HR development policies for village officials that are more contextual and more sustainable.

5. Conclusion

This study concludes that HR development among the officials of Mahato Village continues to face a range of structural and managerial constraints. Development has not been carried out systematically or continuously, and the level of competence among officials remains uneven, particularly in the mastery of administrative technology and the understanding of village government regulations. These conditions indicate that HR development for village officials has not been fully positioned as an organisational strategy for improving the quality of public services.

The findings also confirm that the success of HR development depends on a combination of supporting and inhibiting factors. Regulatory support, the commitment of leaders, and inter-agency coordination are the principal supporting factors, while budget limitations, weak HR development planning, and low motivation among officials are the dominant inhibiting factors. This indicates that HR development for village officials requires an integrative approach that brings together policy, leadership, and resource management.

The study finds that effective HR development strategies for village officials should be directed toward competency-based planning, the strengthening of internal coaching, the use of technology, and greater cross-agency synergy. In addition, the village head's leadership plays a strategic role as director, motivator, and principal link in designing and implementing those strategies.

It is therefore recommended that village governments prepare competency-based HR development plans that are integrated into village planning and budgeting documents, and that regional governments strengthen continuous coaching. Further research is advised to widen the geographical scope and to combine qualitative with quantitative approaches, so that the effectiveness of HR development strategies for village officials can be measured more precisely.

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