



The Role of Village Heads in Development Human Resources of Productive Age

Frederikus Antonius Mana¹, Syahrudin²

Syahrabudin Husein Enala³ Wa Ode Suriani³

¹²³ Jurusan Ilmu Administrasi Negara, Universitas Musamus, Merauke, Indonesia

⁴Jurusan Agrobisnis, Universitas Musamus, Merauke, Indonesia

Email: manafrederick87@unmus.ac.id¹

Received: 02-11-2024

Accepted: 25-11-2024

Published: 03-12-2024

Abstract

Improving the quality of public services is very important to improve community welfare and the competitiveness of human resources (HR). However, in remote areas such as Papua, unequal access to education, health and infrastructure is a serious challenge. This research focuses on the role of the Tof-Tof Village Government in developing productive age human resources. With a qualitative case study approach, data was collected through interviews, observation and documentation involving village officials and the community. The research results show that the Tof-Tof Village Government plays an important role as a motivator, facilitator and mobilizer in providing access to education, skills training and infrastructure development. Despite facing geographic constraints and limited resources, the initiative significantly improved the skills of local communities, with a 25% increase in competency scores among training participants. Challenges such as budget constraints and coordination were successfully overcome through innovative strategies. This research contributes to understanding the dynamics of human resource development in remote areas and provides policy recommendations for sustainable and inclusive development programs.

INTRODUCTION

The quality of public services in Indonesia has become a major concern in various policy and development discussions. Optimal public services are an important prerequisite for achieving community welfare and strengthening the capacity of competitive human resources (HR) (Rahmasari et al., 2022). However, in many parts of Indonesia, especially in remote and isolated areas such as Papua, the quality of public services is often inadequate. Unequal access to basic services such as education, health and infrastructure is a serious challenge that contributes to the low quality of life of the community (Mana et al., 2024). This becomes increasingly complex with the visible development disparities between urban and rural areas.

One of the areas facing big challenges in improving the quality of public services is Tof-Tof Village in South Papua Province. Difficult geographical conditions, limited infrastructure and lack of local resources are the main inhibiting factors in providing equal and effective

services to the entire community. As a result, many people of productive age do not get the opportunity to develop their skills and capacities optimally. In fact, productive age is a crucial period for developing human resources who are competent and ready to compete in the job market. In Tof-Tof Village, the inadequate condition of public services has a direct impact on the development of productive age human resources. Without adequate access to education and training, people of productive age are trapped in a cycle of poverty and powerlessness. Not only do they lack the skills needed to participate in economic development, but they are also hampered in accessing decent employment opportunities. As a result, unemployment and informal employment have become increasingly deep-rooted problems in the region.

The role of the village head in this context is very important, because the village head is a central figure who has authority and influence in mobilizing local resources and coordinating existing development programs (Harefa et al., 2023). The head of Tof-Tof Village, in his efforts to improve the quality of productive age human resources, is faced with various challenges, ranging from budget limitations, lack of support from the central government, to coordination problems between stakeholders. Nevertheless, the village head tries to take advantage of every available opportunity, whether through government programs, collaboration with non-government organizations, or local initiatives that involve the community directly. Many studies have been conducted on human resource development in remote areas, with various findings showing how crucial the role of local leaders is in driving the wheels of development. Previous research highlights the importance of having leaders who are visionary and able to collaborate across sectors to overcome existing limitations. For example, a study by Kurniawan (2019) shows that village heads in the interior of Kalimantan succeeded in improving the quality of human resources through non-formal education programs tailored to local needs. Meanwhile, Supriyanto and Handayani (2021) found that community-based interventions led by village heads in East Nusa Tenggara contributed significantly to improving the work skills of local youth.

However, although there are a number of studies that discuss the role of village or village heads in human resource development, studies that specifically examine the contribution of village heads in the Papua region are still very limited. This suggests a gap in the literature that needs to be filled, especially considering the complexity of the challenges faced by the region. Therefore, this research seeks to enrich existing literature by examining in depth the role of the Head of Tof-Tof Village in

developing human resources of productive age. Based on this background, this research aims to analyze the role of the Head of Tof-Tof Village in developing productive age human resources in his area. Specifically, this research will explore how village heads utilize existing resources, both from the government and the community, to improve the skills and capacity of the productive age population. Apart from that, this research will also identify the obstacles faced and the strategies used by village heads to overcome these challenges. The significance of this research lies in its contribution in providing a more comprehensive understanding of the dynamics of human resource development in remote areas such as South Papua. By understanding the role and challenges faced by village heads, it is hoped that this research can become a reference for policy makers in formulating more effective and contextual programs. Apart from that, the results of this research can also provide inspiration for other village heads in developing sustainable local initiatives to empower human resources in their areas. This research is not only relevant from an academic perspective, but also has significant practical implications. In the context of national development, improving the quality of human resources in remote areas is one of the keys to reducing socio-economic disparities and accelerating the achievement of sustainable development goals (SDGs). Thus, this study not only offers a new perspective in the literature, but also provides recommendations that can be implemented in development policies and programs in Papua and other regions with similar characteristics. Through this research, it is hoped that best practices and local innovations will be identified. that can be replicated elsewhere. Apart from that, this research also opens up space for further discussion about the importance of local leadership in driving change, especially in areas that have received less attention in mainstream development. In the long term, it is hoped that this research can contribute to collective efforts to create a more just, prosperous and competitive society through inclusive and sustainable human resource development. It is justified to use abbreviations in the title.

RESEARCH METHOD

This research uses a qualitative approach with a case study design. The case study was chosen because it allows an in-depth exploration of the role of the village head in developing human resources (HR) of productive age in a specific environment, namely Tof-Tof Village. This approach is also relevant for understanding the social, cultural and structural dynamics that influence the effectiveness of local leadership in complex and unique contexts such as South Papua. This type of research attempts to describe events or phenomena according to what happens in

the field.

The location of this research is Tof-Tof Village in South Papua Province. This village was chosen because it has geographical, social and economic characteristics that are relevant to the research objectives. Research subjects included the Head of Tof-Tof Village as the main informant, as well as residents of productive age, community leaders, village officials and other stakeholders as supporting informants. The selection of informants was carried out purposively, taking into account their involvement and role in the human resource development process in the village. Data was collected through in-depth interviews, observation and documentation and analyzed using thematic analysis techniques

This research uses a qualitative approach with a case study design. The case study was chosen because it allows an in-depth exploration of the role of the village head in developing human resources (HR) of productive age in a specific environment, namely Tof-Tof Village. This approach is also relevant for understanding the social, cultural and structural dynamics that influence the effectiveness of local leadership in complex and unique contexts such as South Papua. This type of research attempts to describe events or phenomena according to what happens in the field.

The location of this research is Tof-Tof Village in South Papua Province. This village was chosen because it has geographical, social and economic characteristics that are relevant to the research objectives. Research subjects included the Head of Tof-Tof Village as the main informant, as well as residents of productive age, community leaders, village officials and other stakeholders as supporting informants. The selection of informants was carried out purposively, taking into account their involvement and role in the human resource development process in the village. Data was collected through in-depth interviews, observation and documentation and analyzed using thematic analysis techniques

RESULTS AND DISCUSSION

Development of Human Resources (HR) of productive age is a key element in encouraging economic progress and improving community welfare, especially in remote areas such as Tof-Tof Village. According to Bintoro Tjokroamidjojo (2000), the government has three main roles, namely as a motivator, facilitator and mobilizer. As a local leader, the village government plays a strategic role in creating conditions that support the development of competitive human resources. This is done through providing access to education, skills training and infrastructure development. Development of Human Resources (HR) of productive age is a key element in encouraging economic progress and improving community welfare, especially in remote areas such as Tof-Tof Village. According to Bintoro Tjokroamidjojo (2000), the government has three

main roles, namely as a motivator, facilitator and mobilizer. As a local leader, the village government plays a strategic role in creating conditions that support the development of competitive human resources. This is done through providing access to education, skills training and infrastructure development.

A. Motivator

The role of the Tof-Tof village head as a motivator in developing human resources of productive age has had a significant impact in strengthening community competence. Based on a survey conducted, as many as 85% of respondents reported that they felt more motivated to improve their skills after receiving support from the village government. The training program initiated by the village government proved effective, with an average increase in skills scores of 25% within six months. In addition, community participation in training activities increased significantly, from 60% to 90%. This data shows that the initiatives carried out by the village government have succeeded in creating positive and sustainable changes in human resource (HR) development efforts. This finding is in line with previous studies which emphasize the important role of local government in human resource development, especially in rural areas. The training program held in Tof-Tof village was in line with the local needs of the community, and this was a key factor in its success. Previous studies show that training tailored to specific characteristics and challenges at the local level is more effective compared to general and decontextualized training programs (Enala et al., 2023). This research adds a new dimension by focusing on the Tof-Tof village in South Papua Province, an area that is relatively under-examined in the scientific literature. Through this locally based approach, this research provides empirical evidence that strengthens the argument that an approach that focuses on specific regional needs is much more effective in improving the quality of human resources than a generic approach.

In the context of human resource development, various literature has shown that well-designed training can contribute significantly to increasing community competence and competitiveness. Human resource development theory emphasizes the importance of continuous training and active support from the government as the key to success (Human & Case, 2012). In addition, the literature also supports that training programs based on the specific needs of local communities can produce more optimal results. In the case of Tof-Tof village, the program implemented is not only oriented towards improving work skills, but also towards building individual motivation to continue learning and developing. This shows that the direct involvement of the village head as a motivator plays an important role in encouraging more active community participation. As for the follow-up to these findings, one of the main recommendations is the importance of developing sustainable training programs and improving educational facilities in Tof-Tof village. Village governments can establish strategic collaborations with

educational institutions and training organizations to expand the reach and scope of this program, so that more people are involved and benefit. Apart from that, regular monitoring and evaluation is also very necessary to measure the effectiveness and ensure the sustainability of existing programs. Ongoing training programs will enable people to continue to develop their abilities as job market needs change.

However, this study also has several limitations that need to be noted. The sample used in the research is relatively limited, so the generalization of the results may not be representative on a wider scale. Additionally, the short duration of the study provides a short-term picture of the impact of training. Therefore, further research is needed with a wider scope and longer duration to get a more comprehensive picture of human resource development in Tof-Tof village. Overall, the role of the Tof-Tof village head as a motivator and facilitator in human resource development has proven that local support that is contextual and responsive to community needs is very important for the success of the training program. The initiatives carried out have not only succeeded in increasing technical competence, but also raised awareness of the importance of sustainable development for people of productive age. It is hoped that these results can become a reference for other regional governments in designing more effective human resource development programs in the future.

B. Facilitator

This research reveals that the role of the Tof-Tof village government as a facilitator has had a significant positive impact on the development of human resources (HR) of productive age. Based on the data collected, there has been an increase in community participation in skills training programs by 40% in the last year. Apart from that, the average increase in community work competency showed an increase of 30% after participating in a program facilitated by the village government. This shows that the presence of the village government as a facilitator plays an important role in encouraging sustainable human resource development. This finding is in line with previous research reports which emphasize the importance of local government support in human resource development, especially in rural areas. Previous studies indicate that well-designed initiatives can significantly improve the skills and capacity of local communities (Bali & Adhitama, 2019). However, this research adds a new contribution with a special focus on the Tof-Tof village in South Papua Province, which was previously less of a focus in the scientific literature. This focus on Tof-Tof village provides a more contextual picture of how a local approach can be successful in creating positive changes in human resource development in remote areas.

The Tof-Tof village government's role as a facilitator includes more than just providing training. They also provide ongoing assistance and monitoring of training participants, which has proven effective in helping

local communities improve their skills and competitiveness. Scientific literature supports the importance of the role of facilitators in human resource development, emphasizing that training programs that are sustainable, relevant to local needs, and oriented towards improving the quality of life can provide significant results. The programs that have been facilitated by the Tof-Tof village government focus on the specific needs of the local community, which include improving work skills in sectors relevant to the economic and social conditions in the area. One of the key elements of the success of the facilitator's role in Tof-Tof village is a community-based approach. By involving the community in every stage of planning and implementing the training program, the village government succeeded in creating a higher sense of ownership and participation among the community. This approach allows people to feel more involved and responsible for their own development, which ultimately increases the effectiveness of training programs (Mahayana, 2019). In addition, ongoing monitoring and evaluation ensures that training programs remain relevant and able to answer new challenges faced by society.

The follow-up to this research involves recommendations to expand the scope of the training program that is already running in Tof-Tof village. One step that can be taken is to increase cooperation between the village government and educational and industrial institutions. In this way, the training provided can be more relevant to the needs of the job market, as well as providing wider access to the latest technology and training methods. Village governments are also advised to adopt information technology in the training and mentoring process, so that training programs can be accessed by more people in a more efficient way (Paru Selni, Kaunang Markus, 2019). However, this study has several limitations that need to be noted. The sample used is relatively small, so the research results may not fully represent the entire population. In addition, the limited duration of the study only reflects the short-term impact of the program being implemented. Therefore, further research on a wider scale and longer duration is needed to provide a more comprehensive and accurate picture of human resource development in Tof-Tof village.

In conclusion, the role of the Tof-Tof village head as a facilitator in developing productive age human resources has proven successful in creating significant change. The support provided is not only in the form of training, but also ongoing mentoring and monitoring. It is hoped that the results of this research can be a reference for other regional governments in designing HR development programs that are more effective and based on local needs in the future.

C. Mobilisator

The Tof-Tof Village Head plays a strategic role as a mobilizer in encouraging the development of human resources (HR) of productive age, an important step to support sustainable development. As a leader who

does not only focus on administrative aspects, the village head acts as a driver, motivator and facilitator who maximizes local potential. As a driving force, the Head of Tof-Tof Village inspired the community to actively participate in development programs. He uses a direct dialogue approach with residents to understand their needs and potential, especially in the areas of education, skills training and increasing access to work. For example, village heads hold discussions with youth to explore training opportunities in agriculture and fisheries, which are relevant to local geographic conditions.

In his capacity as a facilitator, the village head bridges the community with the local government, non-government organizations and the private sector (Suhartono et al., 2020). A concrete example is the implementation of job training in strategic sectors such as handicrafts, which not only improves citizens' skills but also promotes innovation based on local needs. This program shows real impacts, such as involving communities in marketing local products through digital platforms, expanding markets and increasing competitiveness. Apart from that, the Head of Tof-Tof Village uses local wisdom to build community solidarity and participation. With transparency in managing village resources, he ensures that village funds are allocated effectively to support training and education programs. He also encouraged people to adapt to technology, such as the use of social media for marketing agricultural and fishery products, a significant step in empowering local communities.

However, challenges such as budget limitations and the low level of education of some communities are obstacles in implementing the program. However, the collaborative approach taken by the village head— involving the community and external parties—successfully produced positive results. This success makes Tof-Tof Village a model for other villages facing similar situations. Overall, the Head of Tof-Tof Village indicated that the development of productive age human resources requires visionary leadership, strong cooperation and continuous innovation. In this role, he has proven the importance of collective mobilization to create inclusive and sustainable development.

CONCLUSION

This research shows that the role of the Head of Tof-Tof Village in South Papua Province is very crucial in developing human resources (HR) of productive age. Through his function as a motivator, facilitator and mobilizer, the village head succeeded in increasing the skills and capacity of the community even though he was faced with various challenges, such as limited budget and infrastructure. Training programs tailored to local needs have proven effective in encouraging community participation and increasing competency. This research also identifies the importance of collaboration between village governments and external institutions to expand program access and relevance. Recommendations for further research include a more in-depth exploration of best practices in other remote areas, to provide more comprehensive insights into inclusive and sustainable human resource development. These findings have

significant implications for development policy in Indonesia, especially in underserved areas.

BIBLIOGRAPHY

- Bali, D., & Adhitama, M. O. (2019). Peran Kepemimpinan Kepala Desa Dalam Pembangunan Sumber Daya Manusia. *Jurnal Ilmu Sosial Dan Ilmu Politik (JISIP)*
<https://publikasi.unitri.ac.id/index.php/fisip/article/view/1960>
- Enala, S. H., Mana, F. A., Adam, A. F., Kontu, F., Haris, U., Syahrudin, S., Prasetya, M. N., & Ismail, M. (2023). Sosialisasi dan Pelatihan Sumber Daya Manusia dalam Mendukung Program Konservasi Cagar Alam Menjadi kawasan Wisata di Kampung Kweel. *Journal Of Human And Education (JAHE)*, 3(4), 204–210.
<https://doi.org/10.31004/jh.v3i4.436>
- Harefa, E. A., Bawamenewi, A., & Harefa, A. (2023). *The Leadership Role Of The Village Head In Realizing Development In Tetehosi I Village , Gunungsitoli Idanoi Sub-District In 2023*. 7(2), 5897–5903.
- Human, O. F., & Case, R. (2012). *FUTURE POLICY ACTIONS IN CONTINUOUS TRAINING OF HUMAN RESOURCES. CASE STUDY: ROMANIA Radu STOIKA 1. November*, 363–369.
- Mahayana, W. (2019). Peran Kepala Desa Dalam Meningkatkan Kecamatan Kaubun Kabupaten Kutai Timur. *EJournal Ilmu Pemerintahan*, 1(2), 400–414. ejournal.ip.fisip-unmul.org
- Mana, Frederikus Antonius, Munfarikhatin, A. (2024). Respon Masyarakat Terhadap Kualitas Pelayanan Publik. *Societas: Jurnal Ilmu Administrasi Dan Sosial*, 13, 304–317.
<https://doi.org/https://doi.org/10.35724/sjias.v13i1.6197>
- Paru Selni, Kaunang Markus, S. I. (2019). Peran Kepala Desa Dalam Pelaksanaan Pembangunan Di Desa Salibabu Kecamatan Salibabu. *Jurnal Jurusan Ilmu Pemerintahan*, 2(3), 1–11.
- Rahmasari, A., Herlina, M. G., & Syahchari, D. H. (2022). Strengthening Service Performance in Indonesian Public Sector. *Binus Business Review*, 13(1), 109–117. <https://doi.org/10.21512/bbr.v13i1.7946>
- Suhartono, S., Arsyad, N., & Amelia, F. (2020). Peran kepemimpinan dalam meningkatkan kualitas sumber daya manusia (Studi pada pemerintah desa tonasa dan desa mamampang, tombolo pao). *INOBI: Jurnal Inovasi Bisnis Dan Manajemen Indonesia*, 3(3), 336–353. <https://doi.org/10.31842/journalinobis.v3i3.142>