

The Effect of Policy Implementation, Budget Allocation, and Leadership on the Capacity of Village Government Apparatuses in Sukabumi Regency, West Java Province

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Abstract

Village government is the spearhead of the administration of government affairs to realize the welfare of the people through the functions of governance, development, development, empowerment of rural communities. The administration of government is determined by the implementation of good government management based on the size of the rights of origin and traditional rights of the village. Thus, the capacity of the apparatus becomes important in administering village government as an independent entity and the lowest level of government following Law Number 6 of 2014. The research method used is a mixture of quantitative and qualitative approaches. The number of samples in this study was 269 respondents, and the research informants were 22 informants. Data analysis used Structural Equation Model and Qualitative Data Analysis. The results of this study indicate that there is a causal relationship between policy implementation. Budget Allocation and Leadership on the Capacity of the Village Government Apparatus, the results obtained are entirely "positive and significant" as indicated by the calculated value (t-value) of each variable greater than 1.96. The distribution of scores across all dimensions is 93% greater in the excellent category. The integration of quantitative methods and qualitative methods obtained the exact most dominant dimensions so that it can be stated that there is a "match." The Daffaryas Digital Apparatus Model is a research finding determined by five factors: bureaucratic structure, attitude disposition, value for money, change-oriented leadership behavior, and task-oriented. In conclusion, the Capacity of the Village Government Apparatus is in a good category. All three hypotheses are accepted. The causality relationship is positive and significant so that new models and concepts of government apparatus capacity are obtained.

Keywords

budget allocation; apparatus capacity; leadership; apparatus digital daffaryas model



I. Introduction

The existence of the government as an organization that works and carries out the task of managing the government system and determining in achieving the goals of the State, in this case, the Unitary State of the Republic of Indonesia (NKRI) (Mergel et al, 2019). The purpose of government is to maintain order in people's lives to live a calm, peaceful, and peaceful life. For this reason, the apparatus or human resources as government officials can carry out government functions, including services, regulation, development, and empowerment of the community (Rumkel et al, 2019).

Human Resources (HR) is the most important component in a company or organization to run the business it does. Organization must have a goal to be achieved by

the organizational members (Niati et al., 2021). Development is a change towards improvement. Changes towards improvement require the mobilization of all human resources and reason to realize what is aspired (Shah et al, 2020). The development of human resources is a process of changing the human resources who belong to an organization, from one situation to another, which is better to prepare a future responsibility in achieving organizational goals (Werdhiastutie et al, 2020).

To actualize the objectives of the regulation, excellent and robust village governance is determined, among others, apparatus, institutions, and systems. The capacity of the apparatus is one of the most critical aspects of success in the administration of village governance and which is not also excluded from higher-level government systems (Hardiningsih et al, 2020). The functions of the Village Government include:

- a. Village administration
- b. Carry out village development
- c. Carry out village community development
- d. Empowering rural communities.

The capacity of the apparatus needed in the administration of village governance includes:

1. Ability to analyze the environment and identify critical issues
2. Ability to formulate strategies and prepare work plans
3. Ability to implement, supervise and guarantee work
4. Ability to adapt and respond to organizational and public changes
5. Ability to acquire new skills.

Village government is seen as a systems approach, so the procedures and activities are also included in the systems approach perspective. It is known that several factors are mutually correlated and ultimately affect the business results. Some factors that influence business results are leadership, strategic planning, customer and market focus, information and analysis, human resource focus, and process management. Then in the context of this research, the variables of Policy Implementation, Budget Allocation, and Leadership as factors that affect the Apparatus Capacity of the Village Government (Cloke et al, 2017).

Based on the definitions of concepts and phenomena of village governance that cannot be explained quantitatively as such problems, it will be challenging to explain the implementation of village governance qualitatively. This is because research or surveys have not been carried out both quantitatively and qualitatively, so it is challenging to formulate strategies for village governance administration.

Regarding the phenomenon of the capacity of the apparatus in administering village government, it is assumed that Policy Implementation, Budget Allocation, and Leadership are three variables that correlate and affect the Capacity of Village Government apparatuses in Sukabumi Regency (Kosec & Wanchekon, 2020). This assumption is based on the following arguments:

First, the implementation of policies that regulate the administration of village government is one of the public policies implemented in the administration of village government. Therefore, functionally implementing these policies can significantly affect the Capacity of Village Government Apparatuses in Sukabumi Regency.

Second, Budget Allocation has an essential role in the implementation of the village government administration function. Then, Budget Allocation is seen as an implementation of a budget performance system to streamline the tasks of government administrators functions by increasing the capacity of village government officials. Therefore, functionally the Budget Allocation correlates or affects the Capacity of Village Government Apparatuses in administering village government in Sukabumi Regency.

Third, leadership is a determining factor in the implementation of the function of village government administration. In this context, leadership is seen as a pattern of social interaction that influences the administration of village governance. Therefore, functionally leadership correlates or affects the Capacity of Village Government Apparatuses in implementing village government in Sukabumi Regency.

In the context of this influence, if Policy Implementation, Budget Allocation, and Leadership are seen as antecedent variables (which precedes the cause) and Village Government Apparatus Capacity is seen as the consequence variable (phenomena, effect). It is reasonable to suspect that a causal relationship mechanism is established between Policy Implementation, Budget Allocation, and leadership with the Capacity of the Village Government Apparatus (Lee et al, 2018).

The assumptions and arguments and the conjectures stated above may or may not be true because they have not been tested. Therefore, the authors are encouraged to carry out a research approach to actualize assumptions regarding the effect of implementing budget allocation policies and leadership on the capacity of village government officials in Sukabumi district, West Java province.

II. Review of Literature

2.1 Public Administration

Governmental science as a developing discipline, Government Science becomes very functional to criticize the implementation of government functions carried out by state government institutions. The nature and development of the Science of Government, as Van Poelje said that the science of government teaches how public services are structured and led in the best possible way (Poelje, 1993). Another opinion, Rosenthal, said that government science is concerned with studying how things work inside and outside the structure and process of general government (Rosenthal, 1978). This is in line with what Brasz said that the science of government is a science that studies how public government institutions are structured and function internally and externally to their citizens (Brasz, 1975).

A slightly different opinion Strong said that the government in a broad sense has the authority to maintain the peace and security of the country inside and outside (Strong, 1960). This context is in line with what Mac Iver said: "Government is the organization of men under authority ... how men can be governed" (Mohammed et al, 2021). The different opinion expressed by Wilson is that the government is an organization of forces, not necessarily related to the organization of the armed forces, providing for the general affairs of society.

Based on the description of many expert opinions, the author gets a concept of understanding that Government Science is a science that studies the policies and activities of government institutions in carrying out government functions to achieve the goals of implementing state government. The purpose of governance in question is to realize the welfare of the people.

2.2 Government Management

Capacity building is vital in the implementation of government management functions in achieving organizational goals. Government management is another term for public management. Talking about public management means we are talking about management. Management put forward by Terry revealed four management functions, namely planning, organizing, acting, and controlling, known by the abbreviation POAC

(Terry, 1979). The four management functions in the administration of government management are continuously developing.

New Public Management (NPM) is a decentralized management system with new management tools such as controlling, benchmarking, and lean management. NPM is an alternative paradigm that emphasizes changing government behavior to become more efficient and effective through character changes (Denhardt & Denhardt, 2007). The characteristics of NPM include:

- a) Focus more on management, not policy
- b) There are clear standards and performance measures
- c) More emphasis on results/output control
- d) Division of tasks into the following units
- e) Growing competition in the public sector
- f) More focus on implementing public sector management styles
- g) More focus on high discipline and not wasteful in using various sources.

Based on this description, practical government management in public services can serve citizens, seek the public interest, the value of citizenship or entrepreneurship, strategic thinking, accountability is not simple, serving not directing, and the importance of people is not only productivity.

2.3 Public Policy Implementation Theory

The policy implementation model developed by Edward III begins with the question, "What are the preconditions for successful policy implementation? What are the primary barriers to successful policy implementation?". In answering this critical question, Edwards III points out four critical factors or variables in implementing public policy: communication, resources, disposition or attitude, and bureaucracy structure (Edward, 2003).

Based on the description of the concept or theory of public policy implementation, the authors use the model of public policy implementation according to Edwards III as driven theory. Furthermore, a conceptual definition of the variables was compiled: Policy implementation is a series of implementations of Law Number 6 of 2014 concerning Village Government. The abstract meaning is derived from four analysis dimensions: The communication dimension; the resource dimension; The disposition or attitude dimension; and The bureaucracy structure dimension.

2.4 Budget Allocation Theory

The public sector government expenditure budget includes the management of village finances, especially for capacity building of village government officials sourced from the APBN, APBD, and other income. In more detail, village government revenue sources consist of (1) village original income including business results; asset yield; self-help, participation, cooperation; others, (2) transfers, including village funds; for the results of district/city regional taxes and levies; allocation of village funds (ADD); Provincial APBD financial assistance; and Regency/City APBD financial assistance, (3) other income, including grants and donations from non-binding third parties; and other legitimate village income (Yusuf et al, 2019).

The village government revenue is allocated to finance the tasks and functions of the village government, including (1) village administration, (2) village development implementation, (3) community development, and (4) village community empowerment. Thus, the budget allocation for capacity building for village administration is the spearhead

of government, which is very important and determines the success of village governance (Arifin et al, 2020).

Based on the description that the implementation of budget performance must be included in increasing the capacity of the government apparatus, then by itself the implementation of budget allocations for expanding the capacity of the apparatus is seen as an application of the budget performance system to streamline government functions in increasing the capacity of the apparatus. Furthermore, based on Mardiasmo's budget theory, a conceptual definition of the variable is formulated that budget allocation is the transfer of costs from the government, local governments to village governments which are managed with budget management principles which include 1) transparency, 2) accountability and 3) value for money (Mardiasmo, 2002).

2.5 Leadership Theory

As the government's spearhead, capacity building for village government officials has been regulated, directed, and controlled through a leadership pattern. The pattern of leadership is a series of processes of social interaction that influence each other between elements of the leadership and staff of the Village Government in implementing government policies and activities. The procedures and activities referred to are following the essential functions of local government, namely the implementation of services, development, and empowerment of the community (Imbaya et al, 2019).

Yukl argues that leadership is related to the deliberate process of a person to emphasize his strong influence on others to guide, structure, facilitate activities and relationships in groups or organizations. This focus on formal leadership is the concept and process of social interaction that is bound to specific systems and rules and takes place continuously in an organization or institution, both in the community and in the government environment (Yukl, 2007).

Based on this description, the author uses the theory of leadership behavior, according to Yukl, as a variable Leadership is seen as a pattern of social interaction that influences each other between leaders and village government officials in carrying out government functions. As for this conceptual definition, three dimensions of the study were obtained, namely: (1) The dimensions of task-oriented leadership behavior; (2) Dimensions of relationship-oriented leadership behavior; and (3) Dimensions of change-oriented leadership behavior.

2.6 Village Government Apparatus Capacity Theory

The basic concept to understand the importance of the capacity possessed by the village government apparatus is traced through the theory of capacity building developed by M.S. Grindle. The idea of Capacity Building is expressed in three dimensions, namely (1) the human resource dimension; (2) the dimensions of organizational strengthening; and (3) the dimensions of institutional reform (Grindle, 1980).

McKinsey said, "Capacity is one of those words that mean all things to all people, and nonprofits have approached and interpreted capacity building in many different ways. As a starting point, therefore, the team developed a "Capacity Framework" to provide a common vision and vocabulary for nonprofit capacity" (McKinsey, 2001).

Based on this description, the author uses The Capacity Framework from McKinsey's theory that Capacity Building for Village Government Apparatuses is a series of stages of the capacity building process for village government officials. Then this conceptual definition obtained seven dimensions of the study, namely: 1) aspiration dimension; 2) strategy dimensions; 3) dimensions of organizational skills; 4) system and infrastructure

dimensions; 5) dimensions of human resources; 6) dimensions of organizational structure; and 7) The cultural dimension.

III. Research Method

The research approach used is mixed in the form of a quantitative analysis approach to determine the magnitude of the influence of Policy Implementation, Budget Allocation, and Leadership on the Capacity of Village Government Apparatus. Then the quantitative analysis was carried out using the Structural Equation Models Analysis (SEM) method. Qualitative analysis was carried out to deepen the quantitative analysis using Qualitative Data Analysis (QDA).

The population in this study were officials and employees of the Sukabumi Regency Office, amounting to 891 people with a sampling distribution calculation of 286 respondents. Data were obtained through primary and secondary data collection techniques.

IV. Results and Discussion

4.1 Quantitative Data Analysis with SEM

In this study, researchers used Structural Equation Modeling (SEM) with the LISREL program. This method was used to jointly test the model of the independent variable and the dependent variable. The independent variables include Policy Implementation, Budget Allocation, and Leadership. Then the dependent variable is the capacity of the village government apparatus. This has been tested for validity and reliability using the Confirmatory Factor Analysis (CFA) model.

The next stage is to analyze the results of the data suitability test with the overall model using LISREL, which is called the Goodness of Fit (GOF). The results of the recapitulation of the compatibility test on the overall influence model of Implementation, Budget Allocation, Leadership on the Capacity of Village Government Apparatuses organized by the Sukabumi Regency Community and Village Empowerment Service are as follows:

Table 1. The results of the overall model fit test (Goodness of Fit) The Effect of Policy Implementation, Budget Allocation, and Leadership on the Capacity of Village Government Apparatuses, Sukabumi Regency, West Java Province

No	GoF Size Type	Match Target	Estimated Results	Match Rate
Absolute Fit Measures				
1	Chi-Square Stats	Expected small	539.64	Fit
2	P-Value	> 0.05	0.000	Marginal Fit
3	Non Centrality Parameter (NCP)	359.98; 504.83	428.64	Fit
4	Goodness of Fit Index (GFI)	> 0.90	0.81	Marginal Fit
5	Root Mean Square Residual (RMSR)	< 0.08	0.045	Fit
6	Root Mean Square Error Approximation (RMSEA)	0.11 – 0.13	0.12	Fit
7	Expected Cross Validation Index (ECVI)	< ECVI Saturated dan Independence	2.33	Fit

		Model		
Incremental Fit Measures				
1	Normal Fit Index (NFI)	> 0.90; > 0.95	0.96	Fit
2	Incremental Fit Index (IFI)	> 0.90	0.97	Fit
3	Relative Fit Index (RFI)	> 0.90; > 0.95	0.95	Fit
4	Comparative Fit Index (CFI)	> 0.90; > 0.95	0.97	Fit
Parsimonious Fit Measures				
1	Parsimonious Goodness of Fit Index (PGFI)	> 0.60	0.69	Fit
2	Adjusted Goodness of Fit Index (AGFI)	> 0.90	0.74	Marginal Fit
3	Akaike Information Index (AIC)	< AIC Saturated dan Independence Model	623.64	Fit
4	Consistent Akaike Information Index (CAIC)	< CAIC Saturated dan Independence Model	816.62	Fit
5	Parsimonious Normed Fit Index (PNFI)	0.60 – 0.90	0.79	Fit

Based on the table, the results of the overall suitability test of the influence of Policy Implementation, Budget Allocation, and Leadership on the Capacity of Village Government Apparatuses organized by the Community and Village Empowerment Service can be concluded with categories that show a good fit. Because the three absolute, incremental, and parsimonious measurement models have a GoF measure of 16 sizes and the results of the measurement of the level of fit are 13 sizes and marginal fit are 3 sizes.

Departing from the results of the measurement equations for the exogenous latent variables of Policy Implementation, Budget Allocation, and Leadership and the endogenous latent variables of Village Government Apparatus Capacity, structural equation measurements were then carried out showing the magnitude of the influence of the exogenous latent variables on the endogenous latent variables. The structural model measurement and hypothesis testing results refer to the 3 (three) hypothesis statements proposed in this study.

Then tested the hypothesis of the influence between the variables of Policy Implementation, Budget Allocation, and Leadership that affect the Capacity of the Village Government Apparatus based on T-count.

Furthermore, these numbers are included in the path coefficient estimation table to obtain the intended measurement results. The table is as follows:

Table 2. Estimation of Path Coefficients and Significance of the Effect of Policy Implementation, Budget Allocation, and Leadership on the Capacity of Village Government Apparatus

Structure	Path	T-Value	Cut-off Value	Finding	R-Square
The Effect of Policy Implementation (X1) on the Capacity of Village Government Apparatus (Y)	0.42	5.33	1.96	Significant	0.93
The Effect of Budget Allocation (X2) on the Capacity of Village	0.27	2.59	1.96	Significant	

Government Apparatus (Y)					
The Influence of Leadership (X3) on the Capacity of Village Government Apparatus (Y)	0.31	3.05	1.96	Significant	

Based on the results of testing the three hypotheses that were carried out simultaneously. Effect of Policy Implementation, Budget Allocation, and Leadership on the Village Government Apparatus Capacity: The determinant coefficient (R Square) was 0.93. This means that every increase in these three variables has a 93% contribution to increasing the Capacity of Village Government Apparatuses organized by the Sukabumi Regency Community and Village Empowerment Service.

a. Results of Testing the Effect of Policy Implementation on the Capacity of Village Government Apparatus

The Influence of Policy Implementation on the Capacity of Village Government Apparatuses obtained a t-value of 5.33 Institute of Domestic Administration – 57 (with a 95% confidence level). As a cut of value required of 1.96 ($t\text{-value} \geq 1.96$), it shows that the Policy Implementation has a positive and significant effect on the Capacity of the Village Government Apparatus. The magnitude of this influence can be seen from the results of the path coefficient measurement of 0.42. That is, the magnitude of the path indicates that the path coefficient can be said to be strong (significant) there is an influence between Policy Implementation and the Capacity of Village Government Apparatuses organized by the Sukabumi Regency Community and Village Empowerment Service, which has a meaningful causal relationship.

b. Results of Testing the Effect of Budget Allocation on the Capacity of Village Government Apparatus

The Effect of Budget Allocation on the Capacity of Village Government Apparatus obtained a t-value of 2.59 (with a 95% confidence level). As a cut of value required of 1.96 ($t\text{-value} \geq 1.96$), it shows that the Budget Allocation has a positive and significant effect on the Capacity of the Village Government Apparatus. The magnitude of this influence can be seen from the results of the path coefficient measurement of 0.27. The magnitude of the path shows that the path coefficient can be said to be strong (significant) because of the influence between Budget Allocation and Capacity of Village Government Apparatuses organized by the Sukabumi Regency Community and Village Empowerment Service, which has a significant causal relationship.

c. Results of Testing the Effect of Leadership on the Capacity of Village Government Apparatus

The Influence of Leadership on the Capacity of Village Government Apparatus obtained a t-value of 3.05 (with a 95% confidence level). As the required cut of the value of 1.96 ($t\text{-value} \geq 1.96$), it shows that leadership has a positive and significant effect on the Capacity of the Village Government Apparatus. The magnitude of the effect is seen from the measurement results of the path coefficient of 0.31. The magnitude of the path shows that the path coefficient can be said to be strong (significant) because of the influence between Leadership and Capacity of Village Government Apparatuses organized by the Sukabumi Regency Community and Village Empowerment Service, which has a significant causal relationship.

Furthermore, to determine the magnitude of the contribution of the most dominant dimensions by using simultaneous measurements on the latent exogenous and endogenous variables, as shown in the following table:

Table 3. Recapitulation of the Most Dominant and Dominant Dimensions of the Effect of Exogenous Latent Variables on Endogenous Latent Variables

No	Variable	Dimension	Loading Factor
1	Policy Implementation	Attitude Disposition	0.86
		Bureaucratic Structure	0.88
2	Budget Allocation	Value for Money	0.84
3	Leadership	Change Oriented Leadership Behavior	0.92
		Task-Oriented Leadership Behavior	0.91
4	Capacity of Village Government Apparatus	System and Infrastructure	0.86
		Strategy	0.84

4.2 Distribution Analysis with Qualitative Data Analysis (QDA)

The results of the analysis of the distribution of data from the open questionnaire used content analysis techniques, thematic analysis, and framework analysis on the coding that had been prepared. The coding includes an analysis of the distribution of the respondents' answer scores for the variables of Policy Implementation, Budget Allocation, Leadership, and Capacity of Village Government Apparatus. The integration of quantitative analysis results and qualitative analysis results are combined into a unified research analysis in the Village Government Apparatus Capacity research organized by the Sukabumi Regency Community and Village Empowerment Service in the following table:

Table 4. Integration of Quantitative Analysis Results and Qualitative Analysis Results at the Sukabumi Regency Community and Village Empowerment Service

Variable \ Method	Quantitative		Qualitative		Note
	Loading Factor	Dominant	Average value	Dominant	
Policy Implementation					
Communication (X1.1)	0.81		3.36		
Resources (X1.2)	0.82		3.41		
Attitude (X1.3)	0.86	II	3.45	II	Match
Bureaucratic Structure (X1.4)	0.88	I	3.50	I	Match
Budget Allocation					
Transparency (X2.1)	0.80		3.57		
Accountability (X2.2)	0.79		3.52		
Value for Money (X2.3)	0.84	I	3.67	I	Match
Leadership					
Task-Oriented Leadership Behavior (X3.1)	0.91	II	3.55	II	Match
Relationship Oriented Leadership Behavior (X3.2)	0.81		3.52		
Change Oriented Leadership Behavior (X3.3)	0.92	I	3.77	I	Match
Capacity of Village Government Apparatus					
Aspirations (Y1)	0.80		3.59		

Strategy (Y2)	0.84	II	3.67	II	Match
Organizational Skills (Y3)	0.79		3.45		
System and Infrastructure (Y4)	0.86	I	3.71	I	Match
Human Resources (Y5)	0.79		3.30		
Organizational Structure (Y6)	0.77		3.10		
Culture (Y7)	0.82		3.55		

Based on the integration of the results of quantitative analysis and the results of qualitative analysis of the most dominant and dominant dimensions in the Research on Capacity Building for Village Government Apparatuses organized by the Sukabumi Regency Community and Village Empowerment Service as shown in the following table:

Table 5. Mixed-Method Integration and Matching of Dominant Dimensions in the Capacity of Village Government Apparatuses, Community and Village Empowerment Offices of Sukabumi Regency

Variable \ Method	Quantitative		Qualitative		Note
	Loading Factor	Dominant	Average value	Dominant	
Attitude (X1.3)	0.86	II	3.45	II	Match
Bureaucratic Structure (X1.4)	0.88	I	3.50	I	Match
Value for Money (X2.3)	0.84	I	3.67	I	Match
Task-Oriented Leadership Behavior (X3.1)	0.91	II	3.55	II	Match
Change Oriented Leadership Behavior (X3.3)	0.92	I	3.77	I	Match
Strategy (Y2)	0.84	II	3.67	II	Match
System and Infrastructure (Y4)	0.86	I	3.71	I	Match

Based on the table, it shows that the research conducted by the Community and Village Empowerment Service of Sukabumi Regency, when viewed from the integration of quantitative and qualitative mixed methods and the suitability of the dimensions, obtained seven dominant dimensions.

4.3 Research Findings

Based on the results of research and discussion of actual realities extracted from the phenomenon of Village Government Apparatus Capacity organized by the Sukabumi Regency Community and Village Empowerment Service, a research finding is the Government Apparatus Capacity Model in its improvement using a systems and infrastructure approach that has a digital-based strategy.

The model named by the researcher is the Daffaryas Digital Apparatus Model (The Daffaryas Digital Apparatus Model). This model means that in the implementation of increasing the capacity of the government apparatus, especially the village apparatus, what actually happened and the incident was the focus (trend) of the government using methods

and processes with digital-based strategies, which were determined by 5 (five) factors, namely: (1) Apparatus Attitude Disposition, (2) Bureaucratic Structure, (3) Value for Money, (4) Task-Oriented Leadership Behavior, and (5) Change Oriented Leadership Behavior.

The structure of the reconstruction of the causal relationship between the most dominant and dominant study dimensions and the System and Infrastructure, and Strategy dimensions. The structure of the dimensional reconstruction shows that there has been deconcentration of research on the study of causality between Attitude Disposition, Bureaucratic Structure, value for Money, Task-Oriented Leadership Behavior and Task-Oriented Leadership Behavior with Systems and Infrastructure and Capacity Strategies of Village Apparatus.

V. Conclusion

The results of this study indicate that there is a positive and significant influence and a significant causal relationship exists between Policy Implementation and the Capacity of the Sukabumi Village Government Apparatus. Then there is a positive and significant influence and a significant causal relationship exists between the Budget Allocation and the Capacity of the Sukabumi Regency Village Government Apparatus. In addition, there is also a positive and significant influence and a significant causal relationship exists between the leadership and the capacity of the Sukabumi Regency Village Government Apparatus. Finally, the results of the study found a model of the Village Government Apparatus Capacity in increasing the capacity of the government apparatus, especially the village apparatus which actually happened and followed the focus (trend) of digital-based methods, processes, and strategies hereinafter named the "Digital Apparatus Daffaryas Model." The model is a construction of five independent variables, namely (1) Bureaucratic Structure, (2) Apparatus Attitude Disposition, (3) Value for Money, (4) Task-Oriented Leadership Behavior, and (5) Change Oriented Leadership Behavior.

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