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Leadership Management in Human Resource Development Governance in Community Empowerment

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Abstract

Selat Village, West Nusa Tenggara, has achieved success as a model village amidst challenges in community education. This study aims to analyze leadership management, human resource governance, and collaborative strategies in community empowerment. Using descriptive qualitative methods, data were collected through interviews and observations, then analyzed using the Miles and Huberman model. The results of the study identified a form of transformational-participatory leadership oriented towards role models and transparency in Good Village Governance . Human resource governance is implemented through bottom-up planning based on potential, rapid evaluation, and mentoring strategies. Collaborative Governance with external parties effectively overcomes funding limitations, contributing significantly to the success of the Kampung Anggur and Krei craft programs. It is concluded that adaptive management and responsive governance have successfully empowered the economy, but the inclusiveness of youth involvement needs to be increased for the program's sustainability.

Keywords: *Leadership Management, Human Resource Governance, Community Empowerment, Selat Village, Collaborative Governance*

Introduction

Humans are living creatures with a quite interesting social structure in carrying out their lives. For centuries, humans have been depicted as creatures who grouped together to form colonies and live side by side. Hunting, mating, migrating, and even warring between colonies to compete for something deemed very important. Despite the many debates about human ancestors, namely Prophet Adam and Siti Hawa or Homo sapiens ¹, we put aside and draw a common thread of similarities in the social concepts implemented by humans in ancient times, namely a system of leadership. From ancient times until now, it is very difficult to find a civilization where when humans gather and agree to form a group, there is no discovery of a leadership hierarchy within that group. This illustrates how humans indirectly have a cooperative character in their subconscious (*subconscious mind*).²

¹Yuval Noah Harari , *Sapiens: A History Short Humans* , (Jakarta: Library Popular Granmedia , 2017), Cet. 29th p. 48.

² BestPlanter Indonesia, (*Actions Below Aware Sourced from Our Habits*), <https://bestplanterindonesia.com/aksi-dibawah-sada-bersumber-dari-kebiasaan-kita/> , accessed July 31 , 2025.

Over time, modern humans now have more structured leadership thanks to the unity of a nation, one such example being our beloved country, Indonesia. To achieve good community management, the country has 84,276 villages. Of these, 75,753 are villages, 8,486 sub-districts, and 37 transmigration settlement units. ³Naturally, in this case, the country requires an organizational apparatus to oversee all villages in Indonesia, thus requiring village officials as a leadership hierarchy in each village. One concept widely adopted by village leadership is good village governance, which encompasses the principles of transparency, accountability, and participation in the management of village affairs.

Selat Village in Narmada District, West Nusa Tenggara, is one of the villages actively developing community potential through various empowerment programs. However, the effectiveness of these programs is inseparable from the leadership management of village officials and community leaders in managing human resource development. Human resources are certainly one of the main keys to how a village can maximize its potential from various aspects. In the 2024 National Village and Sub-

³ Dilla Agustin Nurul Ashfiya , (*Very Many , Here Amount Villages in Indonesia that Achieve More Than 75,000 Villages / Sub-districts*) , <https://goodstats.id/article/jumlah-desa-di-indonesia-mencapai-lebih-dari-75000-9wRVB> , accessed July 31 , 2025.

district Competition and PKAD Model Village Competition, Region IV, Selat Village participated and competed with villages throughout Indonesia. The Head of the NTB Community Empowerment and Village Government and Population and Civil Registration Office (DPMPD Dukcapil) stated that the 2024 National Village and Sub-district Competition carries the theme "Creating a Prosperous Society Through Quality Village Spending." The assessment criteria include innovation, creativity, community empowerment, environmental sustainability, infrastructure development, and social welfare. Community empowerment is one of the indicators in the competition. This competition is organized by the Directorate General of Village Governance Development, Ministry of Home Affairs of the Republic of Indonesia. So it cannot be denied why Selat Village was able to represent NTB on the national stage and win 1st place as an exemplary village.⁴

The researcher feels that this topic is very important, with the aim of exploring how forms of leadership management are applied in the process

⁴ Radar Lombok, (*NTB Wins 1st Place in Competition*) *Village And Ward National 2024*), <https://radarlombok.co.id/ntb-juara-1-lomba-desa-dan-kelurahan-nasional-2024.html> , accessed July 21 , 2025.

of human resource development governance and identifying strategies used in community empowerment.

Research methods

This research focuses on the leadership management implemented by village officials and community leaders in the context of human resource management and community empowerment in Selat Village. This research employs qualitative research. As a field study, it focuses on collecting data directly from the research location, namely Selat Village, Narmada District, West Nusa Tenggara. The selection of this qualitative research type is based on the main objective of the research, which is to describe and analyze in depth how the Village Head's leadership management influences human resource management and community empowerment programs. The approach used in this research is descriptive qualitative ⁵. This approach was chosen because it aims to describe, analyze, and interpret naturally occurring conditions at the research site. Rather than testing hypotheses or measuring variables numerically, this research focuses on collecting rich and in-depth data through interviews,

⁵ Profit Lasiyono , Wira Yuda Nature , *Method Research qualitative* , (West Java : CV. Mega Press Nusantara, 2024), 1st ed., p. 17.

observations, and documentation studies. A qualitative descriptive approach is highly relevant to this research because it allows researchers to holistically understand how the Village Head's leadership management practices actually influence human resource governance and community empowerment programs in Selat Village. The primary goal is to obtain a comprehensive picture of "what" happens, "how" the process unfolds, and "why" it occurs within the village's social and cultural context.

This research was conducted in Selat Village, Narmada District, West Nusa Tenggara. The data sources were divided into two:

1. Primary data: This data will be obtained directly from the field through interactions with research subjects. Primary data includes information obtained from in-depth interviews with the Village Head, village officials, community leaders, and community representatives involved in the human resource development and empowerment program. In addition, participant observation of village activities and direct documentation from village archives will also serve as primary data sources.
2. Secondary data: This data is readily available and collected from various sources. Secondary data includes literature related to

leadership management, village governance, human resources management, and community empowerment; village documents such as the Village Medium-Term Development Plan (RPJMDes), activity accountability reports (LPJ), village profiles, and demographic data; empowerment program activity reports; and other relevant sources from previous publications or research.

The data collection techniques that will be used in this research are:

- In-depth Interview. (According to Moleong, 2005) in-depth interviews are a process of digging for information in depth, openly, freely with problems and research focus directed at the research center (*In-depth Interview*)⁶: This technique will be carried out in a structured or unstructured manner with key informants such as the Village Head, Village Secretary, Head of relevant Affairs (Kaur), Chairman of the Village Consultative Body (BPD), religious leaders, traditional leaders, youth leaders, and community representatives who are active in empowerment programs. The interview aims to dig for detailed information regarding the form of leadership management, strategies

⁶Leonardo Ximenes , Leopoldino Vasco Martins, *Theory and Applications In Health Data Collection* , (Bali: CV. Intelektual Media Manifesto , 2024), p. 45.

implemented, challenges, successes, and their perceptions of human resource development and community empowerment.

- Participatory Observation ⁷(A data collection technique that allows researchers to understand a social situation in its natural context): Researchers will be directly involved in several activities or programs related to human resource development and community empowerment in Selat Village. This observation aims to directly observe the interactions between leaders and the community, program implementation, levels of participation, and the social dynamics that occur. Field notes will be made systematically during the observation.
- Documentation ⁸(Data collection techniques or data collection processes in the form of company reports, financial reports, activity photos, diaries, ledgers, *company profiles*, or other data related to the research.): Data collection through documents will be carried out by tracing official village archives, program reports, meeting minutes, village regulations, photos, videos, and other relevant information media. This

⁷ Detri works , *et al* , . *methodology Study Qualitative* , (West Sumatra: Takaza Innovatix Labs, 2024.) Cet. 1st, p. 49.

⁸Nanda Dwi rizkia , *et al* , . *Methodology Study Business* , (Bali: CV. Intellectual Media Manifesto , 2023. Cet. 1st, p. 122.

documentation functions as supporting and complementary data from the results of interviews and observations, as well as to verify the information obtained.

The data analysis technique used in this study refers to the interactive analysis model of Miles and Huberman (1994) ⁹, which consists of three main interacting activity flows:

- **Data Reduction:** This stage involves selecting, focusing, simplifying, abstracting, and transforming the raw data that emerges from field notes (interview results, observations, and documentation). Data reduction is carried out continuously throughout the research, from the beginning of data collection to drawing conclusions, by discarding irrelevant data and retaining data that is essential to answering the problem formulation.
- **Data Display:** After data reduction, the next step is to present the data in an organized and concise form. Data presentation can take the form of a matrix, graph, network, chart, or narrative. In this study, data will be presented in the form of a structured descriptive narrative, table, or

⁹ Ifit Novita Sari, *et al* ,. *Method Study Qualitative* , (Malang: Unisma Press, 2022), 1st ed., p. 116.

chart to facilitate understanding and drawing conclusions regarding the forms of leadership management and community empowerment strategies in Selat Village.

- *Conclusion Drawing/Verification:* Initial conclusions can be drawn from the beginning of data collection and continue to evolve as data is collected. Conclusions drawn are tentative and will be continuously verified throughout the research process. Verification is carried out by reviewing the data, looking for consistent patterns, themes, or relationships, and triangulating data from various sources and collection techniques. The ultimate goal is to reach credible and accountable conclusions regarding leadership management and community empowerment strategies in DesaSelat.

Results and Discussion

Based on interviews with the Head of Selat Village, primary data was obtained regarding leadership management, human resource governance, and community empowerment strategies in Selat Village. This section presents the original data obtained from the field through interviews, observations, documentation, and the village profile book, in accordance with the problem formulation sequence.

1. Village Head Leadership Management in Human Resource Governance

The leadership of Mr. Sabudi, S.Sos.I., in Selat Village reflects a modern leadership style that is adaptive to the sociological conditions of an agrarian community. In-depth interviews with the Village Head of Selat revealed that the management style he implemented focuses on strengthening coordination and leading *by example* as the core of village apparatus performance and program effectiveness.

a. Data-Based Participatory Planning (Musdes)

The village head of Selat realized that with the majority of the community's education level being high school graduates or lower (based on profile data), development planning could not be carried out in an elitist manner. He implemented participatory management.

Mechanism: Planning begins with the Village Deliberation (Musdus). This is where village profile data on poverty and unemployment are factually verified. Interview Evidence: Village Secretary, L. Darma Setiawan, confirmed:

*"We were involved in almost 90% of the decision-making process. He always asked for our opinions and suggestions. I commend his transparency."*¹⁰

This participation is also reflected in the very high (almost perfect) level of political participation among Selat Village residents in every election, as recorded in the Village Profile Book. ¹¹This indicates that the social capital of trust *between* leaders and residents has been well established.

b. Role of Facilitator: Overcoming budget constraints with networking

Looking at the APBDes data (2020-2023 Info Graphic in the Village Profile) which is limited to covering an area of 288 Ha, the Village Head takes on the role of an Active Collaborator. The Village Head stated in an interview:

*"We are actively building relationships with various parties... Thank God, I was able to secure two to three times the budget from outside the village funds (DD). We need to maintain close relationships with the central government, provincial governments, and councils."*¹²

¹⁰ Interview Personal with L. Darma Setiawan (Secretary) Village Strait), November 5, 2025.

¹¹ Government Village Strait , Op. Cit., p . 24.

¹² Interview Personal with Sabudi , S.Sos.I (Head Village Strait), November 1, 2025.

This strategy is crucial. Village Funds (DD), which average between 1 and 2 billion rupiah (based on Village Budget data in the Profile), are insufficient to simultaneously cover both technical irrigation infrastructure development and economic empowerment. Therefore, "friendship funds" from BAZNAS and related agencies are a smart solution for village financial management.

c. Security and Order Management (Conduciveness)

Village Profile data shows that Selat Village has a very low crime rate (almost zero for ethnic, religious, and religious conflicts, gambling, and serious violence). ¹³This is the result of leadership that prioritizes a persuasive approach and strengthens the role of the Community Protection Unit (Linmas) and Community Security and Order (Babinkamtibmas). The Village Head utilizes a cultural and religious approach (given the large number of Tuan Guru and Islamic Boarding Schools) to maintain social stability, a key prerequisite for the implementation of human resource development programs.

¹³ Government Village Strait , *Op. Cit* ., p . 46. (See Table IV: Security And Order)

d. Leading by Example

In a paternalistic society, the Village Head uses himself as a work standard.

*" When I lead, I always set an example first. If the leader demonstrates real work, the team will be motivated."*¹⁴

This exemplary behavior effectively disciplines the 3,886 workers in the village to be more productive without feeling patronized.

2. Village Head's Strategy in Implementing Human Resource Improvement Governance

The strategy for improving human resources in Selat Village is designed to address demographic challenges (dominance of high school/elementary school graduates) and utilize natural potential (agriculture/water).

a. Strategy for Improving the Quality of Village Apparatus Human Resources (Internal)

The village apparatus structure (based on the Village Profile Table) shows a diversity of educational attainment, from high school

¹⁴ Interview Personal with Sabudi , S.Sos.I (Head Village Strait), November 1, 2025.

to undergraduate level. ¹⁵However, there is a technological gap among senior officials.

- Mentoring Strategy: The village head refused to undertake a radical staff reshuffle that could trigger social conflict. He opted for a "mentoring" strategy. Senior staff were mentored by younger IT-savvy staff.

*"We're working around this by providing village officials with mentors... The point is, we have to be observant in seeing people's talents."*¹⁶

- Integrity Pact: Given the large amount of funds managed, moral aspects are strictly maintained.

"Every year I make an integrity pact. If I find state funds being misappropriated... you are willing to return it within three months."

b. Community Human Resource Development Strategy: Potential-Based Innovation

Land use data (Village Profile) shows that 28% of the area is plantations and 44% is rice fields. The Village Head's strategy is highly targeted, focusing on these sectors, making Selat Village an "Innovation Village."

¹⁵ Government Village Strait , *Op. Cit .* , p .

¹⁶ Interview Personal with Sabudi , S.Sos.I (Head Village Strait), November 1, 2025.

- Agricultural Innovation (Grape & Mangosteen Village):

Referring to Chapter VI (Village Innovation) of the Profile Book, Selat Village developed a "Mangosteen Village" in Montong Daye Hamlet and a "Grape Village" in Merce Timur Hamlet. ¹⁷The village head facilitated training in cultivation and post-harvest processing . This changed the farmers' mindset from simply growing rice to cultivating agrotourism with high economic value.

- Creative Economy Innovation (Creative Crafts):

To absorb non-agricultural labor, Bamboo Curtain (Krei) crafts were developed.

*"Thank God, what used to cost only Rp. 25,000 can now be sold for up to Rp. 80,000 or even millions... They can now sell directly to hotels in Kuta."*¹⁸ This 300% increase in sales value is evidence of the success of village management interventions in marketing and quality control aspects.

1. Leadership Management in Selat Village

Transformational leadership emphasizes how a leader can inspire and motivate followers to achieve performance that exceeds

¹⁷ Government Village Strait , *Op. Cit .* , p . 30. (Chapter VI: Innovation Village).

¹⁸ Interview Personal with Sabudi , S.Sos.I (Head Village Strait), November 1, 2025.

expectations. Transformational leaders focus on the personal and professional development of subordinates, foster a shared vision, and encourage innovation. Good governance, on the other hand, is a concept that emphasizes transparent, accountable, participatory, effective, efficient government practices, and oriented towards justice and the rule of law. In the context of good village governance, these principles are crucial in managing village resources and policies. Universal characteristics include the rule of law, transparency, professionalism, participation, sensitivity, and accountability ¹⁹. National conditional characteristics are adapted to the culture of a country.

According to Al-Mawardi, ²⁰"Imamah (Leadership) serves as a substitute for prophethood in protecting religion and regulating the welfare of life. Based on the consensus of scholars, appointing someone who has credibility in carrying out the duties of Imamah (Leadership) among the people is obligatory... If there were no

¹⁹ Eny Kusdarini , *Principles General Good Governance In Law Public Administration* , (Yogyakarta: UNY Press, 2020), 1st Edition, p. 11

²⁰ Widodo Day Lusinto , Tin Gustin , *Theory and Implementation Leadership On Organization* , (Yogyakarta: KBM Indonesia Publisher , 2025), 1st Edition, p. 2.

imam, their lives would certainly be filled with anarchic and immoral actions that are undignified."

According to Sedarmayanti ²¹, efforts to achieve good governance are the result of implementing the principles of good governance, which are the general principles of state administration, both in central and regional governments. The combination of these characteristics, in the Indonesian context, is referred to as the principles of state administration, including: legal certainty, public interest, openness, proportionality, professionalism, and accountability.

The Village Secretary's confirmation of 90% transparency and involvement demonstrates the implementation of the principles of Participation and Accountability. Accountability is enforced not only through the publication of the Village Budget (APBDes), but also through preventative mechanisms, namely the Integrity Pact, which focuses on spending accuracy, not just corruption prevention. The orientation towards strengthening

²¹ Cyndi Andrianita , *et al .*, " Implementation of Principles of Good Governance in Village Fund Management (study cases in the village Jayanti Regency ", *Publika : Journal Knowledge Administration Public* , no. 2 Vol. 10, (2024): p. 236.

coordination and intensive involvement of village officials (90 percent involvement) is also in line with the participatory principle. The principles of transparency and accountability are enforced through the publication of the APBDes and *bottom-up planning mechanisms* (Musdus to Musdes). The transformational aspect is evident in the Village Head's focus on leading *by example* and efforts to "provide insight and enlightenment" to the community. However, there has been criticism from youth leaders who indicate that this involvement is not yet evenly distributed and needs to be expanded to broader elements of society.

The leadership style of the Selat Village Head can be analyzed as transformational-participatory. The analysis shows that this participatory leadership has successfully built a sense of ownership *among* village officials. This style is supported by a good governance system , as evidenced by the emphasis on accurate village budget (APBDes) spending and the use of an integrity pact. The leadership actively builds a village vision focused on economic independence. However, the main challenge lies in inclusivity, indicating that participatory principles have not yet been fully

implemented, extending to youth and other informal groups. Therefore, this leadership model can be classified as Transformational-Participatory with Strong Internal Accountability Oversight.

2. Human Resource Improvement Governance Analysis

The governance of human resource development in Selat Village aligns closely with the strategic and situational theory of Human Resource Management (HRM). HRM is a strategic approach to managing people within an organization or community so they can contribute effectively to achieving goals. In the village context, HRM encompasses planning, development, training, evaluation, and capacity building for village officials and the community.

According to Peter F. Drucker, "Management is making the right things effective, and human resource management is making competent and enthusiastic people effective, both individually and in groups ²². "

²² Istiqomah , et al., *Management Source Power Humans : Understanding in Context Organization Public And Business* , (Indramayu : CV. Adanu Abimata , 2024), Cet. 1st , p. 59.

The bottom-up human resource planning process (Musdus to Musdes) ensures that training and development programs are highly relevant to the actual needs of the hamlet. This is realized through the identification of very specific needs based on local potential (e.g., Crafts, Agriculture, Winery, Water Management). Human resource development is realized through facilitating entrepreneurship training and external collaboration. The placement of village officials is carried out by considering the capacity of existing human resources, indicating *job matching efforts* . The Village Secretary also emphasizes the "Quick Evaluation" mechanism (mandatory monthly meetings and urgent *follow-ups*) as a manifestation of the principle of responsiveness. Technical challenges related to the limitations of senior staff in technology are addressed through a compensatory strategy, namely by providing mentors.

The implementation of human resource governance in Selat Village has proven effective due to its strategic and adaptive nature. Analysis shows that participatory (*bottom-up*) planning ensures the relevance of training programs. A rapid and responsive

evaluation mechanism ensures that operational problems do not persist; "rapid evaluation" is a manifestation of the principles of responsiveness and accountability, which are pillars of *Good Governance* ²³. Cases of senior officials who lack technological mastery are addressed with a compensation strategy, namely providing accompanying staff. This is a manifestation of the principles of modern human resource management that is oriented towards solutions and *job matching* , rather than dismissal or elimination. The goal of HRD in Selat Village is to optimize existing potential, rather than replace it.

3. Collaborative and Community Empowerment Program

The involvement of various parties, such as BAZNAS and local initiatives, is supported by the Theory of Collaborative Governance. This theory highlights the importance of partnerships between the government, the private sector, academia, and civil society in addressing complex public issues. In the context of human resource development and village empowerment, collaborative governance enables the synergy of resources and

²³ *Ibid.*

expertise from various parties to achieve common goals that cannot be achieved by any single entity alone. This collaborative model, in accordance with the theory, demonstrates that successful village development requires collective interaction and synergy between parties.

According to Cordery ²⁴, " *Collaborative Governance* is a process that involves various *stakeholders* who are bound to promote the interests of each agency in achieving common goals."

empowerment according to Handini ²⁵"Community empowerment can be interpreted as a development or utilization process that makes the community take the initiative to start a social activity process to improve the community's personality itself. Community empowerment has three keywords, namely initiative, social activity process, improving one's own situation and condition."

²⁴ Alfiandri , *et al.*, *Collaborative governance: A draft strengthening institutional in world investment* , (Riau: UMRAH Press, 2019), 1st ed., p. 2.

²⁵ Tika Widi Astusi , *et al .*, *Empowerment Model Public Based Finance Islamic Social* , (Surabaya: Airlangga University Press, 2023), 1st Edition , p.12.

Village heads strategically utilize "Strategic Gatherings" to forge partnerships with external institutions such as BAZNAS, the Department of Industry and Trade, and the Regional People's Representative Council (DPRD). This collaboration serves as a resource mobilization mechanism that generates funding and technical assistance two to three times greater than those outside the Village Fund. The Krei Crafts example demonstrates this: external synergy (BAZNAS) provides training and capital, while village management intervention (BPOM/PIRT facilitation) provides market control, ultimately increasing the product's selling price from Rp 25,000 to Rp 80,000, or even millions. Success is also evident in local potential-based programs (Kampung Anggur, Kripik Pisang Sale, PAMDes). However, there has been criticism from Youth Leader Sahlan, who points out a misalignment in perception, where programs such as anti-drug outreach are considered not yet PM, and involvement only covers "broad groups."

Conclusion

Based on the results of the research and discussion, the following conclusions can be drawn: the form of leadership management of the Village Head in managing human resources in Selat Village is transformational-participatory, oriented towards strengthening coordination and leading by example. The implementation of human resource improvement governance is carried out in a responsive, strategic, and specific manner based on the potential of the hamlet, in accordance with the HRM theory. Governance includes planning for specific needs, development through skills training and external partnerships, assignment of tasks based on capacity, and quick response evaluation for sustainable problem solving. An effective collaborative strategy for human resource development governance has significantly contributed to community empowerment, particularly in local economy-based flagship programs (Creative Crafts, Grape Plantations, and Small and Medium Enterprises). This contribution was achieved through Collaborative Governance with external institutions (BAZNAS, Dinsos) that provided funding and guidance, despite challenges in expanding youth participation. Based on the conclusions above, the following are suggestions that can be given: further research is suggested to develop a model for measuring the effectiveness of leading by example of the Village Head in the context of village culture and to test its direct impact on increasing the work motivation of village officials.

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