

The Influence of Communication and Human Resources on The Effectiveness of Village Fund Management in Liwutung Village, Pasan District

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ABSTRACT

This research was conducted with the aim of finding out the influence of communication and human resources in general partial and simultaneous on the effectiveness of village fund management. The study used a quantitative approach using explanatory research. The sampling technique was proportional random sampling, namely 67 Heads of Families (KK) from 193 (KK). The data collection technique was a questionnaire that had been tested for validity and reliability. Data analysis was multiple regression analysis through the assistance of the SPSS program. The results of the study revealed that communication and human resources have an influence partial and simultaneous on the effectiveness of village fund management. For this reason, it is recommended that Communication about village funds should be carried out intensively and in two directions, directly (face to face) or indirectly using various media between and among all parties involved in managing village funds so that there is mutual understanding or shared knowledge, which becomes a supporting factor for them to implement village fund policies so that village fund management is achieved effectively and efficiently.

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INTRODUCTION

It is certain that the disbursement or transfer of funds from the government through the APBN to the village as village income (village funds) which are expected to be managed effectively in accordance with the established regulations and laws. The effectiveness of village fund management must be carried out from planning activities to reporting and accountability activities in a transparent, accountable and participatory manner.

(Agustino, 2012) mput forward several things that can influence the success of policy implementation, namely: (1) Size and Objectives Limited Human Resources of

Village apparatus and Regional Government apparatus, both in terms of quality and quantity.

- 1) Poor communication between the Central Government and the District Government caused delays in the preparation of the Regent's Regulation on Considering the limitations or definitions of the concept of communication that have been explained, it can be concluded how important communication is in interactions between people and/or with groups of people or organizations (villages) in order to establish harmonious cooperation to achieve predetermined goals. Bisen & Priya (2009) Communication is the lifeblood of a business. No business can thrive without an effective communication system. Communication is the mortar that holds an organization together, whatever its business and activity and size. The ability to work well in a team, manage subordinates and our relationships with seniors and colleagues depend on our communication skills. The success of any business or activity largely depends on efficient and effective communication. It occurs between organizations, within organizations, and between the two, various groups/members of the organization and all stakeholders. All such communication has an impact on the business or activity, if done carefully.

elements which, if depicted, can be seen in figure 2.1.

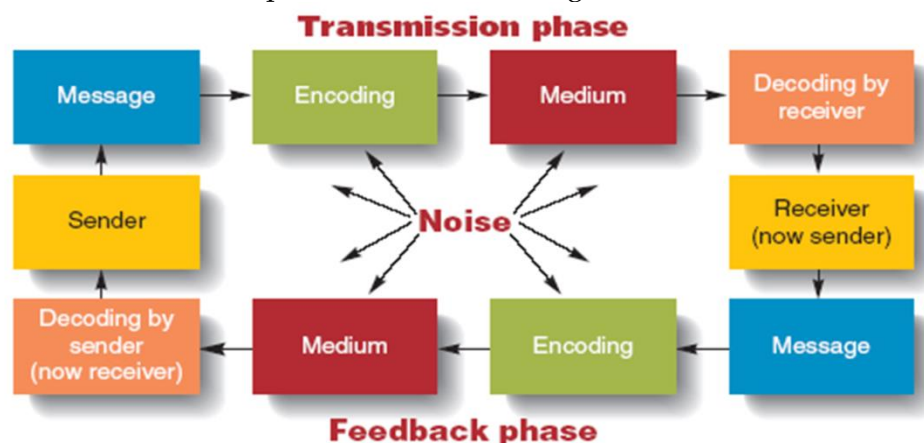


Figure 2.1. Communication process or cycle

Based on Figure 2.1. the communication process consists of the transmission stage and the feedback stage. The transmission stage is the stage where the information is shared by two or more people. While the feedback stage is the stage that indicates and ensures that there is a shared understanding of the information that is shared. Furthermore, the communication process involves several elements as follows:

1. Sender (sender or communicator)

Serderis is a person who wants to share information with others. He is the one who will decide what information will be shared. He is the one who encodes the message using symbols that he thinks are understood by the receiver. He converts the message into symbols and sends it through a communication channel to the receiver.

2. Message (message)

The message is what information will be communicated.

3. Encoding.

Encoding is a process carried out by the sender to translate a message using symbols or language that is expected to be understood by the recipient.

3. Noise (interference).

This is anything that hinders any stage of the communication process. It will distort, cause errors, and be various foreign things that affect the quality of the signal, so that communication does not take place as expected.

4. Medium (media)

This is the channel through which the encoded message is delivered to the recipient. Communication media include: telephone, e-mail, surst stsu memorandum, videoconference, face-to-face meetings and the internet.

5. Decoding

This is a process where the recipient will interpret the message and try to understand it. This process is very important and determines the success of communication, namely whether the message is received as intended by the sender or not.

6. Receiver

The recipient (communicant) is the person who will interpret the meaning of the message received. He will respond or answer the message with an attitude that is consistent with his interpretation of the message received.

7. Feedback

This is the reaction and response to the message received as his decision on his understanding of the message to be sent or delivered to the original sender. Feedback will eliminate misunderstandings and ensure that the message received is interpreted correctly.

Based on Figure 2.1, it also appears that at the feedback stage, the sender will change its function as a receiver and this element functions like the transmission stage. This shows that communication in an organization takes place in various directions and forms.

Digdowniseiso and Afriyanto (2023) In his research on the Evaluation of the Implementation of the Village Fund Program in Indonesia, he concluded, among other things, that: The failure of the implementation of the village fund policy is rooted in ineffective communication factors. Policy makers are not agile in communicating policies to implementers in this case the Village Government. Communication barriers between policy elites (central government and district government) result in the delay in the preparation of regent regulations related to budget allocation and procedures and plotting of Village Funds so that the APB is not timely in its preparation and determination.

Human resources (HR)

Experts. Human resource management agree that Human Resources (HR) is a very important element or factor compared to other resources in an organization, such as capital (finance) and machines/equipment. or non-human resources. It is said so, because non-human resources will only function properly, if they are used by human resources. Human resources are a very important resource vital (Hasibuan, 2003) for all organizations (private organizations and government organizations) (Widjinarko, 2015) and is a very valuable organizational asset (Kuncoro, 2006) as human capital (Ghorbanhossein, 2013) if supported by adequate capabilities and capacities to contribute maximally and optimally in achieving the success of the organization itself.

Ancok (Usmara, 2002) mentioned the shift in views on HR as a reflection of the existence of revitalizing the role of HR in organizational activities that view "humans as no longer considered as costs but as assets (capital).

There are differences between traditional HR and competency-based HR (Rahadi, et al.: 2021), namely:

a. Traditional HR:

- 1) Job analysis and job descriptions lie at the foundation of the traditional HR model. Job analysis determines the nature of the recruitment and selection, induction, training, reward, appraisal and development processes of employees. Job descriptions define the scope of actions to be performed. They do not include descriptions of expected results formulated using measurable and observable criteria.
- 2) Allows easy adjustment to the adopted guidelines. People are grouped according to an organizational scheme that allows to explicitly assign tasks to each employee and demand the performance of those tasks.

b. HR Competencies:

- 1) Competencies are characteristics that enable individuals to perform their actions successfully and in an exemplary manner. The indication, formation and evaluation of competencies are essential for the functioning of the competency-based human resource management model. The goal of the HR department is to discover the characteristics of employees that enable them to perform their tasks successfully and in an outstanding manner, and to define the rules of the HR function with special consideration given to the competencies of an employee.
- 2) This approach allows stimulating the effectiveness of actions and utilizing individual skills to gain competitive advantage. In this approach, differences in individual abilities to achieve certain work results are taken into account. Skilled employees perform tasks much more effectively than others holding the same position and achieve completely satisfactory results. An organization that can find exemplary employees and support their development is certainly more effective without increasing the number of employees.

Oleksyn (2006) Competency-based management is a practical activity oriented towards achieving predetermined goals that is carried out by paying attention to the principles of rationality, effort and ethics, where the following functions can be distinguished: planning, organization, people management and process management and supervision (control and correction). Klett, (2010) Competency management uses the measurement and assessment of the competencies of all employees to determine career development plans that are in line with organizational goals.

Competence is very important in shaping the thinking process of an individual, in this case all parties interested in managing village funds so that they are implemented effectively, efficiently, transparently, accountably and participatively. Competence has been used as a detailed framework to help them focus their behavior

on tasks that are important to the organization and help drive success. Yulia, et al., (2019) in managing the budgeted Village Funds, it must be balanced with competent human resources in managing Village Funds.

Lutfhi Nur Fahri, 2017. The Influence of Village Fund Policy Implementation on Village Financial Management in Increasing the Effectiveness of Village Development Programs. The purpose of this study is to discuss the influence of Village Fund policy implementation on Village financial management in increasing the effectiveness of Village development programs. This study concludes that the implementation of Village Fund policies can be carried out properly by realizing Village financial management so as to increase the effectiveness of Village development programs.

Dewi Listyawati, Sarmiati & Asmawi, 2019, Communication of Village Apparatus and Community Participation in Village Fund Management. The results of the study found that the problems related to the management of village funds were the lack of Communication of Village Heads and Apparatus in socializing Village Funds and development programs, the low level of education of the community and village apparatus which affected the understanding of village funds, and low participation of village communities.

METHOD

This type of research is a quantitative research type, using an explanatory survey research method. Explanatory research (*explanatory research*), namely analyzing and explaining the influence of variables in the research concept model. Based on the research concept model, this study analyzes and explains the influence of communication and human resources (HR) variables on the effectiveness of village fund management.

Sampling was carried out using the proportional random sampling technique, the size of which was determined or calculated using the rules put forward by Jalaludin (1989), namely:

$$n = \frac{N}{N(d)^2 + 1}$$

Where:

N = population size

n = sample size

d2 = precision used.

Using a precision of 10% (0.1) and a population of 193, we obtain:

$$n = \frac{193}{193(0.1)^2 + 1} = 67$$

1) Effectiveness of village management (Y)

The effectiveness of village fund management is the level of success of a business or activity in managing village funds originating from the Transfer to Regions (TKD) section to support funding for the implementation of government, implementation of development, community empowerment, and community affairs) in accordance with applicable laws and regulations.

The effectiveness of village fund management can be observed through several indicators, namely:

- 1) Financial indicators, consisting of

- a. level of fund utilization: percentage of village funds used for village development activities;
 - b. quality of financial management: the ability of the village government to manage village finances in a transparent, accountable and effective manner.
 - c. Cost savings: the ability of village government to save operational costs and allocate village funds to more strategic activities.
- 2) Village development indicators consist of:
- a. Infrastructure quality: the condition of village infrastructure, such as roads, bridges, and public buildings.
 - b. Improved welfare: namely increasing community welfare, such as increasing income, reducing poverty, and increasing access to basic services.
 - c. Village economic development: namely the development of the village economy, such as increasing production, increasing income, and increasing employment opportunities.
- 3) Village government indicators consist of:
- a. Quality of village governance: realization of transparent, accountable and effective village governance;
 - b. Community participation: namely community involvement in the decision-making process and management of village funds;
 - c. Quality of reporting and accountability: namely reporting and accountability for the use of village funds in a transparent and accountable manner.

The main technique used to collect data is indirect communication techniques using a questionnaire instrument. Questionnaire instrument includes three research variables, namely (1) Instrument variables Communication (X1); (2) variable instruments Human Resources (X2), and (3) variable instruments Effectiveness of village management (Y). In addition, supporting techniques are used in the form of observation of social situations when the community implements village fund programs and activities.

The research instrument prepared for each variable uses a measurement scale, namely the Likert scale. Each statement/statement submitted for each item is prepared with five possible answers that are expected to be selected by respondents according to the conditions felt and perceived by each respondent.

Each research instrument that is compiled contains questions/statements that are categorized as positive questions/statements and negative questions/statements with different scores, as explained in table 3.1.

Table 3.1
Scoring According to Question/Statement Type

Types of Questions/Statements

Positive		Negative	
Answer Options	Score	Answer Options	score
Strongly Agree/Always	5	Strongly Agree/Always	1
Agree/Often	4	Agree/Often	2
Doubtful/Don't Know	3	Doubtful/Don't Know	3
Disagree/Sometimes	2	Disagree/Sometimes	4
Agree/Never	1	Agree/Never	5

Before being used to collect data, the instrument was tested to determine its validity and reliability. Validity testing uses correlation analysis between item scores and the total instrument score. The statistics used are Pearson's Product Moment correlation. The criteria used for the item validity test are comparing r count with r table at α (alpha) = 0.05 with degrees of freedom $n - 2 = 30 - 2 = 28$ of = 0.361. If r count is greater than r table then the item of a questionnaire is considered valid. Conversely, if r count is smaller or equal to r table then the item of the questionnaire is declared invalid and then this invalid item is dropped or not used.

According to Arikunto (1992) an instrument can be said to be reliable if it has a reliability coefficient or alpha ≥ 0.61 . Validity and reliability tests are carried out with the help of the SPSS program.

Data Analysis Techniques

The data analysis technique used is the inferential statistical analysis technique. Inferential statistical analysis uses multiple regression analysis to test the hypothesis that has been formulated with $\alpha = 0.05$. Before the hypothesis test is carried out, the analysis requirements are tested, namely the normality and linearity tests of the data. To test the influence between variables in the theoretical model or conceptual framework of the study (Figure 2.1) can be seen in the regression direction coefficient (). Regression analysis is carried out with the help of a computer through the SPSS program. β_i

The statistical hypothesis for this research consists of 3 (three), namely:

1. Statistical hypothesis 1

$$H_0 : \beta_1 \leq 0$$

$$H_1 : \beta_1 > 0$$

2. Statistical hypothesis 2

$$H_0 : \beta_2 \leq 0$$

$$H_1 : \beta_2 > 0$$

3. Statistical hypothesis 3

$$H_0 : \beta_{y1,2} \leq 0$$

$$H_1 : \beta_{y1,2} > 0$$

Information:

H_0 = There is no influence between variables

H_1 = There is an influence between variables

β = coefficient of influence
 β_{y12} = Simultaneous effects

RESULT AND DISCUSSION

The results of the study indicate that the influence of communication on the effectiveness of village fund management shows a positive and significant direction. The positive influence of communication on the effectiveness of village fund management means that the clearer the communication, the more effective the village fund management will be. Meanwhile, the significant influence of communication on the effectiveness of village fund management means that communication is a factor/variable that cannot be ignored in order to increase the effectiveness of village fund management.

Good and effective communication will create mutual understanding, mutual trust and reduce misunderstandings and create good cooperation, motivate, and increase participation in a cooperative relationship when carrying out planned activities to achieve its goals effectively and efficiently. Babatunde (2015) Lack of effective communication is a serious problem within an organization, and this can lead to confusion and can cause a good plan to fail. Poor or ineffective communication within an organization will be confusing and cause a well-prepared plan to fail to be implemented..

Village Fund is a government program that has been planned and established as a national policy to assist and provide financial stimulus or funding to village governments to carry out development in villages. In order for the implementation of the village fund policy to be carried out effectively and efficiently, good and effective communication is needed by and with all parties or stakeholders involved as implementers with the target (user) of the village fund policy. Edward III and Meter and Horn, stated that one of the variables that influences the success of policy implementation, such as the village fund policy, is communication. Through this communication, everything related to the village fund, such as its goals and objectives, its management, and its impact, especially on village development, is informed, explained transparently so that it can be known and understood together by all parties (implementers or implementers and users or beneficiaries). This kind of shared understanding is very important and needed in every policy implementation, because this will be a driving factor in creating synergistic cooperation between them in implementing all programs and activities that have been funded by village funds effectively and efficiently. Meter and Horn (Agustinus, 2006) that understanding the general intent of a standard and policy objectives is important. Successful policy implementation can fail (frustrated) when the implementers (officials) are not fully aware of the standards and objectives of the policy. Meanwhile, Grindle (Subarsono, 2011) The success of implementation is influenced by two major variables, namely the content of policy and the implementation environment (context of implementation). These variables include: the extent to which the interests of the target group are included in the content of the policy, the types of benefits received by the target group, the extent of the desired changes from a policy, whether the location of a program is right, whether a policy has mentioned its implementors in detail, and whether a program is supported by adequate resources. The basic idea is that after the policy is transformed, then the policy is implemented. Its success is determined by the degree of

implementability of the policy. The contents of the policy include the following: Interests affected by the policy (a) Types of benefits to be generated, (b) Degree of desired change, (c) Position of the policy maker, (d) (Who) implements the program, and (e). Resources generated. Likewise, The Corner (1980) that a program will be successfully implemented if there is a match between the three elements of program implementation. First, the match between the program and the beneficiary, namely what is needed by the target group (beneficiary) is in accordance with what is offered by the program. Second, the match between the program and the implementing organization, namely the ability of the implementing organization is in accordance with the program. Third, the match between the beneficiary group and the implementing organization, namely what can be done by the target group of the program must be in accordance with the conditions decided by the organization to be able to obtain the output of the program.

Influence Human Resources on the Effectiveness of Village Fund Management

The results of the study indicate that the influence of Human Resources on employee creativity shows a positive and significant direction. The influence of human resources on the effectiveness of village fund management is positive, meaning that the more competent human resources will contribute to the increasing effectiveness of village fund management. While the influence of human resources on the effectiveness of village fund management is significant, meaning that human resources are a factor/variable that cannot be ignored in order to increase the effectiveness of village fund management. The results of this study explicitly emphasize that efforts or attempts made by village fund managers to increase the effectiveness of village fund management will not be successful if they do not create a climate that encourages human resources to improve their abilities, because human resources are elements that arouse, direct, and encourage them to take action and overcome all challenges and obstacles in an effort to achieve goals.

Human resources in all activities to be carried out are very important and vital resources compared to other resources or non-human resources, such as equipment, and finance), because these resources (not human) will only function or be functional to contribute to the implementation of activities to achieve their goals effectively and efficiently if supported by qualified or competent human resources. Bogar.W (2023) emphasized that human resources are very valuable organizational assets and as human capital if supported by adequate capabilities and capacities to contribute maximally and optimally in achieving the success of the organization itself, so that the organization is able to exist in facing the challenges of increasingly rapid and complex environmental changes. Ulrich (1998) said that the key to the success of a change is in human resources, namely as initiators and agents of continuous change, forming processes and cultures that together increase the organization's ability to change. Mathis & Jackson (2000) stated that there are four factors that enable resources Human resources (HR) are a very important part of achieving the strategic goals of an organization, known as the VRIO concept, which refers to organizational strategies based on resources (resource-based-management).

As explained above and previously, the human resources referred to here emphasize or focus mainly on the aspect of ability or competence, not the aspect of quantity or number, because this aspect of competence greatly contributes to the implementation of the tasks and work to be carried out so that it is carried out as expected. For this reason, the current trend in Human Resource Management is

competency-based (Competency Based Human Resources Management (CBHRM)) (Rahadi, et al., 2021). Furthermore, Rahadi, et al., (2021) who quoted the views of Brockmann, Clarke, Méhaut, & Winch, (2008), Competency-based management is a new trend in human resource management that emphasizes specific competencies used in certain jobs, allowing for more individual management and development of more individual competencies in career paths. Likewise, Dubois & Rothwell, (2008) quoted by Rahadi, et al., (2021) Competency-based human resource management (HRM) assumes seeing the expected results and requirements of the organization from the perspective of an employee rather than from the perspective of the job position held by an employee. Competence then becomes the foundation for the functioning of the entire HR system. Competence is a factor that determines the process of recruitment, selection, filling vacancies, induction, performance management and employee rewards. Meanwhile, the benefits of competency-based human resources according to Rahadi, et al., (2021) are:

- ✓Enables clear internal employee mobility.
- ✓Creating a framework for clear feedback
- ✓Clarifying success in work for employee reviews
- ✓Provide direction for required skills
- ✓Provide goals and benchmarks for professional development
- ✓Give employees the tools they need to take initiative and improve their competencies.

The results of this study theoretically confirm the policy implementation theory put forward by Edward III and Horn & Matter and the Resource-Based-Management theory with the VRIO concept. Mathis & Jackson (2000) and empirically confirm the research results of Grant (1994) who concluded that the resources owned by an organization can be a factor of excellence, and can improve organizational performance. Likewise, the research results of Kadang, et al. (2021), Muhammad Anas (2022), Juniarti, et al. (2022), and Ully Liani, et al. (2024).

The Influence of Communication and Human Resources Simultaneously on the Effectiveness of Village Fund Management.

The results of this study explain that the more intense and clear the communication between all parties involved in managing village funds, accompanied by their higher abilities (human resources), the better. Effective Management of Village Funds. It is also explained that there are still other factors/variables besides Communication and Human Resources which will determine Effectiveness of Village Fund Management.

Other factors or variables that influence the effectiveness of village financial management (if village funds are public policy) are: Attitudes/Tendencies (disposition) of implementers (Edward III and Horn & Matter). This shows that acceptance or rejection as a form of attitude statement from the implementing agent will affect the success of public policy implementation. Certainly if the attitude is accepting then this will encourage and support the success of policy implementation, conversely if the attitude is rejecting, then this will hinder the success and even thwart the implementation of the policy. This attitude of rejection usually occurs because the policy implemented is not the result of the formulation of the local community who are familiar with the problems felt, but rather from the implementors of the policy implementation "from above" (top down) who do not know the problems.

This disposition factor is equated with organizational commitment, that organizational commitment is a part that underlies the success of village fund management because with the high commitment of the village head and his staff and this cannot be separated in any organization, then the members of the organization really have a high responsibility and are transparent in carrying out their duties because they feel bound to the organization which has ultimately implemented accountability including in this case the management of village funds. Organizational commitment is used as a barometer in knowing the extent to which government officials side with their organization and maintain their members.

Another factor is the use of information technology that has been prepared to facilitate the management of village funds, namely the Village Financial System (SISKEUDES). The use of technology in terms of village financial management has a very important role, namely facilitating village officials in making accountability reports, budgeting funds that have been provided by the central government, and being used to provide information to the public (Sutabri, 2012). Nurjaya (2021) and Indraswari & Rahayu, (2021) stated that the use of technology has a significant and positive effect on the management of Village Funds.

Thus, the results of this study theoretically also confirm the theories of Edward III and Horn & Matter. While empirically confirm the research results of Kumba Digdowiseiso and Arif Afriyanto (2023), Nurjaya (2021), Indraswari & Rahayu, (2021), and Lutfhi Nur Fahri (2017).

CONCLUSION

The more intense and clear what happens between all stakeholders, the higher the Effectiveness of Village Fund Management. The influence of Communication on the Effectiveness of Village Fund Management is real or significant. The results of this study indicate that the first hypothesis (1), namely; Communication has a significant influence on the Effectiveness of Village Fund Management is accepted.

The higher the quality or competence of Human Resources, the higher the Effectiveness of Village Fund Management. The influence of Human Resources on the Effectiveness of Village Fund Management is real or significant. The results of this study indicate that the second hypothesis (2), namely; Human Resources have a significant influence on the Effectiveness of Village Fund Management is accepted.

Communication and Human Resources together (simultaneously) are able to predict the Effectiveness of Village Fund Management in a real or significant way. This means that the more intense and clear the Communication that occurs between all stakeholders accompanied by the higher quality or competence of Human Resources, the higher the Effectiveness of Village Fund Management. It was also found that there are still other factors or variables, besides communication and HR that affect the effectiveness of village fund management, such as Attitude/Tendency (disposition) or commitment, and utilization of information technology. The results of this study indicate that the third hypothesis (3), namely that Communication and Human Resources simultaneously have a significant influence on the Effectiveness of Village Fund Management, is accepted.

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