



Human Resource Development Strategy in RT Positions in Increasing the Effectiveness of Administrative Services in Gemilang Jaya Village

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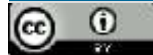
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ABSTRACT

This study aims to analyze the Human Resource Development (HRD) strategy for neighborhood leaders (RT) in improving the effectiveness of administrative services in Gemilang Jaya Village, Batang Tuaka District. The study contributes to knowledge by examining HR development strategies at the grassroots governance level, which is still rarely discussed in village administration studies. This research applies a qualitative descriptive approach using observation, in-depth interviews, and documentation involving the village head, 17 RT leaders, and community members. Data were collected during October–January 2026 and analyzed using the Miles and Huberman model. The results indicate that HR development strategies significantly influence administrative service effectiveness, although limited training, weak digital competence, and inconsistent performance evaluation still hinder optimal service delivery.

INTRODUCTION

In the implementation of village government, the role of the Neighborhood Units (RT) has a strategic position as the spearhead of public services that are in direct contact with the community. RT functions as an extension of the village government in coordinating various social activities and carrying out basic administrative services such as the management of cover letters, recording population administration, and the delivery of village policy information. Thus, the quality of services at the RT level is one of the important indicators of the effectiveness of public services at the village level (Haryanto, 2020).

However, the effectiveness of administrative services at the RT level still faces a number of challenges. The problems that often arise are the low competence of RT apparatus, lack of administrative and digitization capabilities, population data that is not updated regularly and limited RT knowledge. Many RT apparatus carry out tasks based on experience without having a strong administrative knowledge base. This condition has an impact on service delays, inaccurate population data, and low public satisfaction with public services (Rahmawati, 2022). In the current digital and decentralized era, village governments are required to provide effective, efficient, transparent, and accountable public services. This is in line with the principle of *Good Governance*, where good governance requires competent and integrity apparatus (Sedarmayanti, 2018). Therefore, RT as the spearhead of village government needs to receive serious attention in terms of human resource development (HR).

Gemilang Jaya Village as one of the developing villages also faces similar problems. Based on the results of initial observations, there is still a gap in ability between RT heads in carrying out administrative tasks. There are still many RTs that are not routine in updating population data (mutations, births, deaths, migrations) every month, which results in data owned by RTs and Village Governments to be inaccurate or late (for example, delays in submitting population data reports to the Village Government). Increasing the effectiveness of administrative services is also closely related to the implementation of human resource development strategies that are oriented to local needs. The strategy includes competency-based training planning, periodic coaching, motivation, and measurable performance evaluation. As stated by Spencer & Spencer (1993) in Wahyuni, (2022), competence is a combination of knowledge, skills, and attitudes that allow a person to carry out his or her work effectively. Through a qualitative approach, this research is expected to provide a comprehensive overview of the actual conditions in the field and provide strategic recommendations for the Gemilang Jaya Village Government in strengthening the capacity of RT apparatus. Ultimately, the results of this research can contribute to improving the village public service system and strengthening good governance practices at the village level.

LITERATURE REVIEW

Human Resource Development

Human resources (HR) are individuals who have abilities, skills, and potentials that can be developed to achieve certain goals, both personally and organizationally. According to Syafrinadina (2024) in her book entitled *Economics and Management of human resources*, she explained that Human Resources are a very valuable asset for organizations. In this context, HR includes the ability to manage, develop, and utilize human potential effectively and efficiently so that organizations can face challenges and changes in the business environment. According to Sedarmayanti (2017), the quality of human resources includes physical, intellectual, emotional, social, and spiritual aspects. In the context of rural communities, the quality of human resources reflects the community's ability to participate, work productively, participate in training, and develop economic and social potential. Quality village communities are characterized by an increase in the level of education, job skills, productivity, awareness of development, and the ability to innovate and entrepreneurship independently.

Human Resources (HR) focuses on the human elements in the organization that form the work force and contribute to achieving organizational goals (Aminuddin, 2023). The theory of human resources is influenced by many experts, one of which is *Gary Dessler*, who explains that human resource management is the process of planning, organizing, directing, and supervising labor activities to achieve organizational goals effectively and efficiently (Dimas, 2025) In addition, human resources can create efficiency, effectiveness requires managers or leaders to find the best way to utilize the people in the the company environment so that the desired goals can be achieved.

The HR function includes all activities related to human management ranging from recruitment, development, supervision, to performance evaluation. According to Dessler (2020), the HR function focuses on ensuring that the organization has a competent, motivated, and optimal performance workforce so that it is able to carry out tasks effectively and efficiently. In general, the core functions of HR include *Human Resource Planning*, *Recruitment and Selection*, *Training and Development*, *Performance Management*, *Compensation and Motivation*, *Employment and Communication* and *Controlling*.

In the view of Hasibuan (2020), human resource development is a planned effort to improve the technical, theoretical, conceptual, and moral abilities of employees through education and training to suit the demands of the job. Meanwhile, Noe (2021) stated that human resource development includes a combination of training, education, and career development aimed at creating an adaptive workforce that is ready to face changes in the organizational environment. T. V. Rao (2020), who called human resource development a long-term process that includes capacity *building*, interpersonal skill development, creation of a productive organizational culture, and increased individual confidence in carrying out tasks. In addition, Mondy and Martocchio (2020) view human resource development as a process of improving competencies through structured learning experiences, both through formal training and informal learning.

Service Effectiveness

Service effectiveness is a measure of an organization's success in providing services in accordance with the goals that have been set. Services are said to be effective if the results achieved are able to meet the needs and expectations of the community precisely, quickly, and accurately. According to Siagian (2019), effectiveness is the level of achievement of work results that are in accordance with predetermined goals or objectives. In the context of public services, effectiveness shows the extent to which the apparatus is able to provide optimal services to the community.

The effectiveness of administrative services at the village level, especially in the position of RT Chairman, is closely related to the ability of the apparatus to carry out administrative tasks in an orderly, timely manner, and in accordance with procedures. Effective administrative services reflect the existence of a good work system, adequate apparatus competence, and commitment to providing services to the community. According to Mahmudi (2015), the effectiveness of public services can be seen from the suitability between service planning and realization, timeliness of services, clarity of procedures, and community satisfaction as service recipients. The higher the level of conformity, the more effective the service provided.

Previous Research

Research by Muzdalifa Vangobel *et al.* (2019) emphasized that the quality of administrative services has a positive effect on participant satisfaction, while Kholilul Kholik *et al.* (2025) shows that the optimization of village funds through human resource development is able to increase community capacity even though it still faces technical obstacles. Furthermore, Aminudin *et al.* (2023) emphasizes the importance of planned and structured HR management in the world of education to achieve effectiveness, while Guruh Suksmono Aji and Iva Khoiril Mala (2024) highlight the need to improve adaptive organizational skills and culture in facing the digital era. In addition, Tri Widodo W. Utomo and Betha Miranti Andalina (2018) underlined the importance of strengthening the capacity of community organizations such as RT/RW as a strategic part of socio-economic development.

Variable Operational Definition

The following is a table of operational definitions of variables used in this study:

Table 1. Variable Operational Definition

Variable	Conceptual Definition	Indicator
HR Development Strategy (x)	According to Hasibuan (2020), a human resource development strategy is a planned effort to improve individual technical, theoretical, conceptual, and moral abilities through education and training to suit job demands and be able to support the achievement of organizational goals effectively.	<ol style="list-style-type: none"> 1. Education and Training 2. Improved Technical Capabilities 3. Improved Conceptual Ability <ol style="list-style-type: none"> 1. Moral and Attitude Development
Service Effectiveness (Y)	According to Mahmudi (2015), service effectiveness is the level of success of public services measured by the suitability between service planning and realization, timeliness in service delivery, clarity of procedures, and the level of community satisfaction as service recipients.	<ol style="list-style-type: none"> 1. Suitability of Service Planning and Realization 2. Punctuality of Service 3. Clarity of Service Procedures <ol style="list-style-type: none"> 1. Quality of Service Implementation

Frame of Mind

Based on the theoretical relationship, the researcher tries to find out the strategy of human resource development in RT positions in increasing the effectiveness of administrative services in Gemilang Jaya Village which can be seen in the following image:



Figure 1. Conceptual Framework

METHODOLOGY

This study uses a qualitative approach with a descriptive type of research. The qualitative approach was chosen because this study aims to understand in depth the RT human resource development (HR) strategy carried out by the Gemilang Jaya Village Government in improving the effectiveness of administrative services. In this study, the population used as an object is the Village Head, the Head of RT who is actively carrying out government duties in 2025 and local residents. Based on data from the Gemilang Jaya Village office, the number of RT Heads is 17 people. In determining the sample using *non-probability*

sampling , namely saturated samples, which are taken from the entire population, which is as many as 17 RTs.

RESEARCH RESULT

The results of this research were obtained through observation techniques, in-depth interviews, and documentation conducted on the Village Head, RT Head, and the community in Gemilang Jaya Village. Data analysis was carried out using the Miles and Huberman model which included data reduction, data presentation, and conclusion drawing (verification).

Data Reduction

The data reduction stage is carried out by selecting, focusing, and simplifying the raw data obtained from interviews, observations, and documentation. The reduced data is focused on the human resource development strategy of the Head of RT and the effectiveness of administrative services provided to the community.

HR Development Strategy

1. Education and Training

Based on the results of the interviews, relevant data shows that the village government has carried out training for RT Chairmen, but the implementation is still limited. The Village Head stated that the training is only carried out about once a year and does not have a structured curriculum. The Chairman of RT also revealed that the training provided tends to be general and has not touched specific technical needs, especially in the field of administrative digitalization. From the results of the reduction, it can be concluded that the data retained is information related to the frequency of training, training materials, and the level of usefulness for improving RT competence.

2. Improved Technical Capabilities

The data from the interview shows that there is a variation in technical abilities between the Head of RT. Some RTs have been able to manage administration well, but others are still experiencing difficulties, especially in digital-based data management. Information from the public also strengthens this finding, where errors are still found in administrative documents such as data writing errors. Therefore, the reduced data is focused on administrative management capabilities, technology use, and error rates in services.

3. Improved Conceptual Ability

Based on the results of interviews with the Village Head and the Head of RT, it was found that there was no systematic planning in human resource development. The coaching carried out is still informal and not accompanied by structured performance evaluation. The Chairman of the RT also stated that they had not received clear directions regarding strategic administrative management. Thus, the data selected in the reduction stage includes aspects of planning, coaching, and performance evaluation.

4. Moral and Attitude Development

The results of the interviews show that moral and attitude aspects such as discipline, responsibility, and responsiveness greatly affect the quality of service. The Village Head stated that there was a difference in the level of discipline between RTs. The community also considers that RT's attitude in serving is very influential on service satisfaction. Therefore, the reduced data is focused on aspects of work behavior, service ethics, and the level of responsibility of the Head of RT.

Service Effectiveness

1. Suitability of Service Planning and Realization

Based on the results of the interview, it is known that normatively the service has clear procedures. However, in practice, there is still a discrepancy between planning and implementation. The Chairman of RT admitted that services do not always run according to the set standards, especially due to limited capabilities and field conditions. Therefore, the data maintained is related to the suitability between SOPs and implementation in the field.

2. Punctuality of Service

The data from the interview shows that the timeliness of service is still an obstacle. The community stated that administrative services sometimes experience delays. The Chairman of RT also revealed that the delay was influenced by various factors, such as personal busyness, lack of understanding of procedures, and limited technical capabilities. Thus, the reduced data is focused on the duration of service and the factors causing delays.

3. Clarity of Service Procedures

The results of the interviews show that the service procedures basically exist, but they have not been fully understood by the community. This is due to the lack of socialization. In addition, there are inconsistencies in the implementation of procedures by the Chairman of RT. Therefore, the data selected in the reduction includes public understanding of the procedure and the consistency of its implementation by RT.

4. Quality of Service Implementation

Data shows that the quality of administrative services still varies. Some RT Chairmen are able to provide fast and accurate service, while others are still less responsive and less meticulous. The community also gives different assessments of the services received. Therefore, the reduced data is focused on the aspects of speed, accuracy, responsiveness, and the level of community satisfaction.

Data Presentation

After reduction, the data is presented in the form of a descriptive description to facilitate understanding of the actual conditions in the field.

a. HR Development Strategy of the Head of RT

Based on the results of interviews with the Village Head, RT Head, and the community, the RT Chairman's human resource development strategy in Gemilang Jaya Village has been carried out through education and training programs, but the implementation is still not optimal and has not been systematically structured. The Village Head said that training for RT Heads has indeed been carried out, but the frequency is still limited, which is about once a year, with materials that tend to be general such as basic administration and have not specifically led to strengthening digital skills. This was strengthened by the statements of several RT Chairmen who revealed that the training they attended had not been fully able to improve their technical capabilities, especially in technology-based data management. In addition, the lack of a clear and sustainable human resource development plan has caused the implementation of training to not be able to answer real needs in the field. The coaching carried out also tends to be informal, without a directed curriculum or measurable performance evaluation.

From the aspect of improving technical and conceptual skills, the results of the interviews show that there are differences in abilities between RT Heads in carrying out administrative tasks. Some RTs have been able to manage administration well, but others still experience difficulties, especially in the use of technology and systematic understanding of work procedures. This shows that the improvement of technical capabilities has not been evenly distributed and still depends heavily on the individual initiative of each RT Chairman. Meanwhile, from the aspect of moral and attitude development, it was found that the factors of discipline, responsibility, and responsiveness have a significant influence on the quality of RT performance. The Village Head stated that there was a variation in the level of discipline and commitment between RTs, which then had an impact on the quality of services provided to the community. The community also considers that RT Chairmen who have a friendly, responsive, and responsible attitude tend to provide better service. Thus, the HR development strategy of RT Heads in Gemilang Jaya Village still needs improvement, especially in terms of structured planning, increasing the frequency and quality of training, and sustainable and measurable coaching.

b. Effectiveness of Administrative Services

Based on the results of interviews with the Village Head, RT Head, and the community, the effectiveness of administrative services in Gemilang Jaya Village is still not fully optimal when viewed from the indicators of suitability between planning and service realization. The Village Head said that normatively administrative services have clear standard operating procedures (SOP) as guidelines for the Head of RT in providing services to the community. However, in practice, there is still a discrepancy between planning and implementation in the field. Some RT Chairmen admitted that they have not been fully consistent in implementing existing procedures, either due to limited understanding and certain conditions that hinder the implementation of services according to standards. This is also strengthened by public statements that sometimes differ between RTs, causing uncertainty in the administrative management process.

From the aspects of punctuality, clarity of procedures, and quality of service implementation, the results of the interviews show that there are still various obstacles in the provision of administrative services. The community revealed that the services provided by the Head of RT were not always on time, where the process of processing documents sometimes experienced delays. The Chairman of RT himself stated that the delay was caused by various factors, such as personal busyness, limited ability in administrative management, and lack of understanding of efficient work procedures. In addition, although service procedures are basically available, they are not fully understood by the public due to the lack of socialization. In terms of service quality, there are differences in performance between RT Chairmen, where some are able to provide fast, accurate, and responsive services, while others are still less thorough and less responsive to the needs of the community. This condition has an impact on the varying levels of public satisfaction, thus showing that the effectiveness of administrative services at the RT level still needs to be improved through system improvement and improvement of apparatus competence.

c. The Relationship between HR Development Strategy and Service Effectiveness

Based on the results of interviews with the Village Head, RT Head, and the community, it was found that there is a close relationship between the human resource development strategy and the effectiveness of administrative services in Gemilang Jaya Village. The Village Head stated that RT Heads who have participated in training and coaching tend to have a better understanding of administrative duties and functions, including in the implementation of standard operating procedures (SOPs). This is also strengthened by the statements of several RT Chairmen who revealed that the training that has been attended, although still limited, provides additional knowledge in carrying out their duties, especially in terms of administration and service to the community. On the other hand,

RT Chairmen who do not have adequate training experience tend to have difficulties in understanding work procedures and are less able to manage administration effectively.

From the perspective of the community, this connection can be seen from the difference in the quality of services provided by each RT Chairperson. The community considers that the Chairman of RT who has good technical skills, a responsive attitude, and a clear understanding of service procedures is able to provide faster, more accurate, and satisfactory services. This shows that aspects of education and training, improvement of technical and conceptual capabilities, and moral and attitude development contribute directly to the effectiveness of services, both in terms of timeliness, clarity of procedures, and quality of service implementation. Thus, it can be concluded that the human resource development strategy has a significant role in increasing the effectiveness of administrative services, so that more planned, sustainable, and measurable efforts are needed in developing the capacity of the Head of RT so that services to the community can run optimally.

Verification and Drawing Conclusions

Based on the verification of the data obtained through interviews with the Village Head, RT Head, and the community, it was found that there was a high consistency between information from various sources. The Village Head emphasized that the guidance and training provided to the RT Chairman is limited, but remains the main factor in shaping the technical and conceptual capabilities of the apparatus. The statement of the Chairman of RT corroborates this, where those who take part in administrative and digitalization training better understand SOPs, are more disciplined, and are more responsive to the needs of the community. In addition, the response from the community shows the conformity of perception with information from village officials, namely RTs who are active in self-development are able to provide faster, more accurate, and clearer service procedures. This confirms that the data collected through observation, interviews, and documentation has a high level of validity and supports the findings of the research as a whole.

From the results of the verification, it can be concluded that the human resource development strategy in the position of Head of RT in Gemilang Jaya Village has an important role in increasing the effectiveness of administrative services. Lack of training frequency, lack of performance evaluation, and low mastery of digital technology are the main obstacles in achieving optimal service. On the other hand, RTs who have good administrative competence, understand SOPs, and have high work motivation are able to provide more effective, timely, and responsive services. Thus, this study strengthens the hypothesis that planned and sustainable human resource development directly has a positive impact on improving the quality and effectiveness of administrative services at the RT level.

DISCUSSION

The results of the study show that the human resource development strategy in the position of Head of RT in Gemilang Jaya Village is still running in a limited and unstructured manner. The training organized by the village government is generally only once a year and is general, so it is not enough to significantly improve the technical and conceptual abilities of the RT Chairman. Some RT Heads who actively participated in the training showed increased understanding of administration, data digitization, and the implementation of standard operating procedures (SOPs), while others still relied on individual experience. This is in line with the view of Hasibuan (2020) who states that human resource development must be planned, sustainable, and include improving technical, theoretical, conceptual, and moral and attitude skills, so that individuals are able to support the achievement of organizational goals effectively. These findings are also consistent with the research of Aminuddin (2023) and Syafrinadina (2024) which emphasizes the importance of coaching, training, and evaluation to improve the competence of apparatus in dealing with job demands and changes in the work environment.

In addition, the effectiveness of administrative services at the RT level shows significant variation between regions. RTs that have a Chairman who actively participates in training, understands SOPs, and has high motivation are able to provide faster, more precise, and accurate services, as well as being more responsive to the needs of the community. On the other hand, RTs that lack training or performance evaluation often experience delays, data recording errors, and inconsistent procedures, thus reducing public satisfaction. This is in accordance with the concept of service effectiveness according to Mahmudi (2015), which emphasizes the suitability between the planning and realization of services, timeliness, clarity of procedures, and the quality of services provided. These findings also support previous research by Muzdalifa Vangobel *et al.* (2019), which shows a positive relationship between service quality and service recipient satisfaction, as well as research by Guruh Suksmono Aji and Iva Khoiril Mala (2024) which emphasizes the importance of improving workforce competencies to achieve optimal performance. According to Muchlis & Rizki Candra Kirana, (2025) in Tjiptono (2014) Service quality is defined as the expected level of excellence and control over the level of excellence to meet customer desires.

Furthermore, this study confirms the existence of a close relationship between HR development strategies and the effectiveness of administrative services. RT heads who receive adequate coaching and training tend to have better technical and conceptual skills, are able to follow service procedures with discipline, and are more responsive to complaints and community needs. On the other hand, limited training, lack of evaluation, and low mastery of technology are the main factors that limit the effectiveness of services. Thus, the human resource development strategy not only increases individual capacity, but also has a direct impact on the quality of services received by the community, emphasizing that systematic, sustainable, and evaluative coaching efforts are the key to realizing effective administrative services at the RT level. These findings

strengthen the research hypothesis that human resource development is an important factor in increasing the effectiveness of administrative services in villages, as well as providing implications for the formulation of policies to strengthen the capacity of village apparatus as a whole.

CONCLUSIONS AND RECOMMENDATIONS

It is recommended that the Gemilang Jaya Village Government develop a more systematic and sustainable RT human resource development strategy through increasing the frequency of administrative training, population data digitization training, and routine coaching accompanied by clear performance evaluation. In addition, it is necessary to provide adequate administrative facilities and standard operating procedure (SOP) guidelines that are easy to understand by all RT Chairmen. Thus, it is hoped that the competence of RT apparatus can increase so that administrative services to the community become faster, more accurate, transparent, and responsive.

ADVANCED RESEARCH

The next research is expected to develop a broader study on human resource development strategies in village officials, especially in RT positions and other village officials. Follow-up research can use quantitative approaches or mixed methods to examine more deeply the relationship between HR development strategies and the effectiveness of administrative services to the community. In addition, further research can also add other variables such as village head leadership, work motivation, use of digital technology, and organizational culture that are suspected to also affect the quality of public services at the village level. Research in different locations is also highly recommended so that a comparison of conditions between villages can be obtained so that the results of the research can provide a more comprehensive picture of efforts to increase the capacity of village officials in providing more effective administrative services.

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