

The Role of Hamlet Head Leadership Accountability in Building the Quality of Human Resources in Kemuning District

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ABSTRACT

This study aims to analyze the role of leadership accountability of Hamlet Heads in building the quality of human resources in Kemuning District. The approach used is quantitative with a census method of 52 Hamlet Heads. Data analysis using PLS-SEM via *SmartPLS*. The results of the study show that leadership accountability has a positive and significant effect on the quality of human resources with a path coefficient of 0.935 and a *p-value* of 0.000. The *R Square* value of 0.874 indicates that 87.4% variation in HR quality can be explained by leadership accountability. These findings confirm that transparent, responsive, and responsible leadership contributes strongly to improving the quality of human resources at the hamlet level.

INTRODUCTION

The Hamlet Head is the spearhead of the village government which has a strategic role in the development and empowerment of the community at the lowest level. As a leader, the Head of Hamlet not only carries out administrative functions, but is also responsible for facilitating the improvement of the quality of human resources (HR) in his area (Haryono, 2018). Kemuning District as one of the developing sub-districts needs accountable leadership from the Hamlet Heads to encourage the development of quality human resources. The quality of human resources is a fundamental factor in regional development. According to (Kadarisman, 2017), the quality of human resources includes aspects of knowledge, skills, health, and productivity that allow individuals to contribute optimally to development. In the context of village government, the leadership role of the Hamlet Head greatly determines the success of human resource development programs, ranging from education, health, skills training, to community economic empowerment.

Leadership accountability is the key to the effectiveness of the implementation of the Hamlet Head's duties. (Mardiasmo, 2018) defines accountability as the obligation to provide accountability or answer and explain the performance and actions of a person or a legal entity or collective leader of an organization to parties who have the right or authority to request information or accountability. The leadership accountability of the Hamlet Head includes administrative, financial, legal, political, and moral accountability in carrying out his duties and authority.

Kemuning District has 52 Hamlet Heads spread across various villages with heterogeneous regional and community characteristics. The Head of Hamlet has direct responsibility for identifying community needs, initiating development programs, coordinating the implementation of activities, and ensuring the active participation of the community in various human resource quality improvement programs. Hamlet Heads in Kemuning District have different educational backgrounds. Some have junior high school education, most of them are high school graduates, and some have already graduated with a Diploma or Bachelor's degree. This difference in education affects their ability to manage administration, understand the rules, and use village technology such as Siskeudes and digital services. Their work experience is also diverse. Many

Hamlet Heads who were previously active as village officials or community leaders, so that they better understand the condition of their residents. Hamlet heads with longer experience are usually faster to deal with problems, better able to coordinate, and better understand the needs of hamlet development. However, these differences in education and experience make their level of accountability not the same. Hamlet heads who are more educated and experienced tend to be more orderly in reporting, more transparent, and more able to run programs. On the other hand, those who are poorly educated or lack experience often have difficulties in documenting and using technology (Syafrinadina, 2024). As a result, the quality of human resources between hamlets is also different. Hamlets led by more accountable Hamlet Heads generally show better progress in education, health, skills, and community participation. This

shows that education and work experience have a great influence on leadership accountability in improving the quality of human resources in Kemuning District. Previous research shows the importance of leadership accountability in regional development. (Dwiyanto, 2017) found that village government accountability has a significant effect on the quality of public services and community empowerment. Meanwhile, research (Prasojo, 2019) revealed that accountable transformational leadership is able to increase community participation in human resource development programs.

Table 1. Data on Human Resources Development Training for the Head of Kemuning District 2023-2025

Types of Training	Target	Realisasi	Post-Training Implementation
Village Administration and Governance Training	100%	74%	Village administration is starting to be more orderly, but it is not consistent in all hamlets.
Planning & Budgeting Training (RPJMDes/RKPDDes)	100%	72%	Some hamlets implement participatory planning, but it is still limited to annual deliberations.
Village Financial Management Training (Siskeudes)	100%	78%	The use of Siskeudes is increasing, but reports are not fully timely.
Accountable Leadership Training	100%	76%	Communication and coordination patterns are improving, but they are still uneven in daily practice.
Public Service Training	100%	73%	Several service innovations were made, but service standards still vary.
Village Information Technology Training	100%	71%	The village website has begun to be updated, but the use of digital applications is still minimal.
Community Empowerment & HR Training	100%	75%	The empowerment program is running, but it has not been systematically documented.
Training in the Social Sector (Stunting, Health, Disaster)	100%	77%	Socialization is increasing, but it has not been integrated into the hamlet program on a regular basis.

Source: Human Resources Development Data of Kemuning Sub-district Office, 2025

The phenomenon in Kemuning District as a whole show that there is a difference in the achievement of human resource development between hamlets. This can be seen from the Hamlet Head training data, where all programs have a target of 100%, but the realization is only in the range of 71-78%. This variation in achievement reflects that the effectiveness of leadership and the ability of Hamlet Heads to implement the results of the training are still different. In addition, leadership accountability at the hamlet level also still faces challenges, such as lack of transparency, low community participation, and suboptimal program accountability. Some of the training results have not been implemented consistently, for example administrative management, the use of information technology, and the implementation of community empowerment programs. This condition is in line with the existence of education gaps, differences in community training participation, and variations in health program achievements between hamlet areas. This indicator shows that the quality of community human resources may be influenced by the accountability of the leadership of the Hamlet Head in planning and implementing development programs. Based on this background, this study formulates the problem of whether the leadership accountability of the Hamlet Head has a role in building the quality of human resources in Kemuning District. The purpose of this research is to find out and analyze the extent of the role of leadership accountability in improving the quality of human resources. This research is expected to provide theoretical benefits in the development of public administration and village government management, as well as practically as an evaluation material for Hamlet Heads, policy input for village and sub-district governments, increasing community participation, and references for future researchers who study similar topics.

LITERATURE REVIEW

According to (Mardiasmo, 2018), accountability is the obligation of the trustee to provide accountability, present, report, and disclose all activities and activities that are his responsibility to the trustee who has the right and authority to ask for such accountability. Meanwhile, (Mahmudi, 2015) states that public accountability is the obligation of agents (governments) to manage resources, report, and disclose all activities and activities related to the use of public resources to the mandate givers. Accountability is the obligation to provide accountability or answer and explain the performance and actions of a person or an organization to parties who have the right or authority to request information or accountability. Government accountability requires full commitment from leaders and staff, and is supported by a system that complies with regulations. Its implementation must be results-oriented to achieve the vision, mission, and benefits set. In essence, accountability must be honest, transparent, and innovative to trigger management changes. (LAN, 2000) divides accountability into five indicators, namely: Financial Accountability, Benefits Accountability, Procedural Accountability, Program Accountability, Policy Accountability.

In the context of leadership at the hamlet level, the leadership accountability of the Hamlet Head covers a wider dimension. According to (Dwiyanto, 2017), leadership accountability at the regional level includes transparency in decision-making, community participation in program planning and implementation, responsiveness to community needs, and accountability for development results. An accountable Hamlet Head is one who is able to carry out his duties with integrity, actively involve the community, and provide clear accountability for every program and activity carried out. (Robbins, 2013) added that accountable leadership also includes ethical and moral aspects in decision-making, honesty in communication, and consistency between words and actions. In the context of human resource development, the leadership accountability of Hamlet Heads is measured based on the following indicators: Administrative Accountability, Financial Accountability, Legal Accountability, Political Accountability, Moral/Ethical Accountability.

According to (Sartika, 2024), the quality of human resources is the ability of human resources to carry out the tasks and responsibilities given to them with adequate education, training, and experience. The quality of human resources can be seen from the level of knowledge, skills, attitudes, and abilities possessed by individuals in society. Meanwhile, (Tjiptoherijanto, 2001) defines the quality of human resources as the ability of human beings to work and contribute to development which is influenced by the level of education, health, skills, work ethic, and productivity. Quality human resources are human resources who are highly competitive, productive, innovative, and able to adapt to change.

In the context of development at the hamlet level, the quality of human resources can be measured through several aspects. According to (Sumodiningrat, 2021), human resource development at the regional level includes: Improving access to and quality of education, Improving health, Developing skills and competencies, Increasing economic productivity, Strengthening community social participation. The quality of human resources as an integrated ability outweighs the thinking power and physical power that individuals have in carrying out their work. The quality of human resources reflects a person's capacity which is influenced by education, competence, experience, health, and motivation to produce optimal performance. Quality human resources are human resources who have knowledge, skills, positive attitudes, and are able to adapt to the times, indicators of HR Quality according to (Sedarmayanti, 2017): Education Level, Competence/Skills, Work Experience, Health Condition, Work Motivation, Work Discipline and Work Ethic, Adaptability.

The quality of human resources is the ability and potential that humans have to be developed to support organizational activities in achieving goals. The quality of human resources is determined by how well individuals have knowledge, skills, abilities, attitudes, and behaviors that are in accordance with the needs of the organization and can make maximum contributions. High-quality human resources are able to work effectively, efficiently, productively, and innovatively. Human Resources Quality Indicators according to (Zaugg, *et*

al, 2001): Knowledge, Skills, Abilities, Attitude, Work Behavior. Discipline, responsibility, and work ethics, Productivity, Creativity and Innovation.

Based on previous research, in general, the leadership of the village head and its supporting factors have been proven to have an effect on accountability and village development. Sarinastiti (2023) and Sihotang (2024) through a quantitative approach found that leadership, transparency, apparatus competence, and community supervision have a significant positive effect on the accountability of village fund management. Potaboga (2021) shows qualitatively that the leadership of village heads plays a real role in empowering and improving community welfare. Meanwhile, Dwimawanti (2019) found that managerial accountability has not been optimal because it is influenced by leadership, team, and local context. Sulistyowati (2025) also emphasized that the clarity of budget targets and the competence of the apparatus have a significant effect on the accountability of village funds. These findings reinforce the importance of leadership and accountability in village development. Based on theoretical studies and previous research, leadership accountability has an important role in supporting community development and empowerment. Hamlet heads who carry out leadership in a transparent, responsible, and participatory manner are expected to be able to improve the quality of human resources in their area. Therefore, this study analyzes the influence of leadership accountability on the quality of human resources in Kemuning District as described in the research framework.

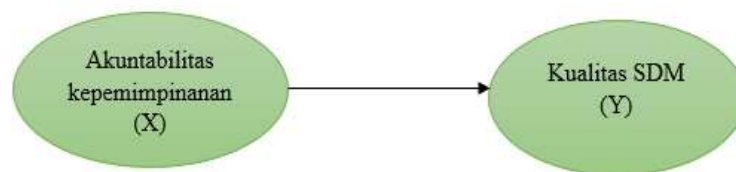


Figure 1. Research Framework Model

The hypothesis proposed is that it is suspected that the accountability of the leadership of the Hamlet Head is influential in building the quality of human resources in Kemuning District.

METHODOLOGY

This study uses a quantitative approach to analyze the influence of the accountability of the Hamlet Head leadership on the quality of human resources in Kemuning District objectively through numerical data and statistical analysis. The population of the study is all Hamlet Heads in Kemuning District as many as 52 people, and because the number is less than 100, the census method (saturated sample) is used, so that the entire population is used as respondents. Data were collected through Likert scale questionnaires 1-5, interviews, and documentation. The variables of leadership accountability are measured through five indicators (finance, benefits, procedural, program, and policy), while the quality of human resources is measured through seven indicators (knowledge, skills, abilities, attitudes, work behavior, productivity, and creativity and innovation). Data analysis using PLS-SEM with *SmartPLS* to test the validity,

reliability, and influence between variables through path coefficient and significance tests.

RESEARCH RESULT

The stages of data analysis regarding the role of leadership accountability of Hamlet Heads in building the quality of human resources in Kemuning District are based on data from 52 respondents using the census method. The analysis was carried out using the PLS-SEM approach through SmartPLS to test the validity and reliability of the construct (*outer model*), the relationship between variables (*inner model*), and hypothesis testing through the value of path coefficient and significance. The results obtained are then interpreted and discussed by relating them to the theory of accountability, leadership, and quality of human resources in order to provide an empirical understanding of the contribution of leadership accountability to improving the quality of human resources at the hamlet level.

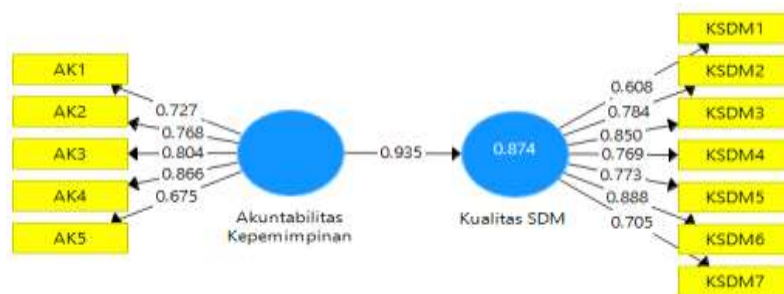


Figure 2. Outer Model Analysis Algorithm

The results of the model show that Leadership Accountability has a very strong and positive effect on HR Quality with a path coefficient of 0.935. An R^2 value of 0.874 means that 87.4% of HR quality is explained by leadership accountability. The *outer loading* value of the indicator is mostly above 0.60, so it is declared valid (Hair, *et al*, 2017). This means that the higher the accountability of the Hamlet Head's leadership, the better the quality of human resources.

Table 2. Outer Model Analysis Results

Variable Indicators	Leadership Accountability	Quality of HR	Loading Factor
AK1	0,727		Valid
AK2	0,768		
AK3	0,804		
AK4	0,866		
AK5	0,675		
KSDM1		0,608	Valid
KSDM2		0,784	
KSDM3		0,850	
KSDM4		0,769	
KSDM5		0,773	
KSDM6		0,888	
KSDM7		0,705	

Based on the *loading factor* value, all indicators in the Leadership Accountability variable have a value between 0.675–0.866 and the HR Quality indicator is in the range of 0.608–0.888. Most of the values are above 0.70, so all indicators are declared suitable for use in measuring the constructs of each variable. This shows that the research instrument has a good level of convergent validity.

Table 3. Construct Reliability and Validity

Variabel	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
Leadership Accountability	0,827	0,833	0,879	0,594
Quality of HR	0,886	0,901	0,911	0,597

Cronbach's Alpha *values* on the variables of Leadership Accountability (0.827) and HR Quality (0.886) indicate good reliability because it is above 0.70. The *Composite Reliability* values of 0.879 and 0.911, respectively, also exceeded the limit of 0.70, so the construct was declared reliable. In addition, AVE values of 0.594 and 0.597 (>0.50) indicate that both variables have good convergent validity. Thus, the research instrument is declared valid and reliable.

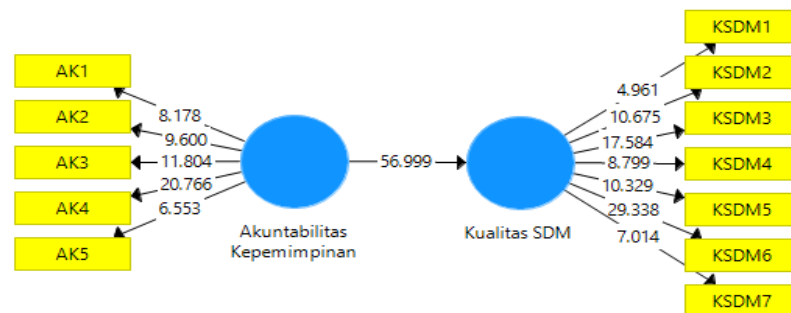


Figure 3. Bootstrapping Analysis Inner Model

Bootstrapping *results* on the PLS model. The *t-statistical* value of the relationship between Leadership Accountability and HR Quality is 56.999, far above the limit of 1.96, so the effect is positive and significant. All indicators in both variables also have a *t-statistic* value above 1.96, which is significant in reflecting the construct. Thus, the research hypothesis is accepted: the leadership accountability of the Hamlet Head has a significant effect on improving the quality of human resources.

Table 4. Outer Model R Square Analysis

Variabel	R Square	R Square Adjusted
Quality of HR	0,874	0,872

The *R-Square value* of 0.874 indicates that 87.4% of HR Quality variations can be explained by Leadership Accountability, while the remaining 12.6% are influenced by other factors outside the model. The *R Square Adjusted* value of 0.872 which is not much different indicates that the model has a very strong and stable clear power, so the research model is relatively good.

Table 5. Inner Model Analysis

Variable Relationships	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Leadership Accountability -> HR Quality	0,935	0,941	0,016	56,999	0,000

The test results showed that Leadership Accountability had a positive and significant effect on HR Quality with a path coefficient (*Original Sample*) of 0.935. The *t-statistic value* of 56.999 (>1.96) and the *p-value* of 0.000 (<0.05) confirm that the influence is very significant. A small standard deviation (0.016) also indicates the stability of the model estimate. Thus, the research hypothesis is accepted.

DISCUSSION

Based on the results of the PLS-SEM analysis, this study proves that the Accountability of Hamlet Head Leadership has a positive and significant effect on the Quality of Human Resources in Kemuning District. The path coefficient value of 0.935 with a *t-statistic* of 56.999 and a *p-value* of 0.000 indicates that the influence is very strong and statistically significant. This means that the higher the level of leadership accountability carried out by the Head of the Hamlet, the better the quality of human resources in his area.

An R Square *value* of 0.874 indicates that 87.4% of HR Quality variations can be explained by Leadership Accountability. This figure shows the clear power of a very strong model, so it can be said that leadership accountability is the dominant factor in shaping the quality of human resources at the hamlet level. The remaining 12.6% was influenced by factors outside the model, such as village policy support, community participation, or socioeconomic conditions. In terms of the measurement model (*outer model*), all indicators in the variables of Leadership Accountability and HR Quality are declared valid and reliable. The *loading factor* value is mostly above 0.70, the *Composite Reliability* value is above 0.70, and AVE above 0.50 indicates that the construct used has met the criteria of convergent validity and internal reliability. This strengthens that the research instrument is able to measure variables consistently and accurately.

Theoretically, these findings are in line with the concept of public accountability (LAN, 2000; Mardiasmo, 2018) which emphasizes the importance of financial accountability, programs, procedures, and policies in the implementation of government. Hamlet heads who are transparent in financial management, administrative order, compliant with regulations, and responsive to community aspirations will be better able to encourage the improvement of education, skills, productivity, and social participation of the community. These results also support the view of Dwiyanto (2017) that accountable leadership contributes to improving the quality of public services and community empowerment.

In the context of Kemuning District, differences in education, experience, and technology utilization between Hamlet Heads have implications for variations in accountability practices. Hamlets that are led in a more accountable manner tend to show more orderly, participatory program management, and have an impact on improving the quality of human resources. Thus, leadership accountability not only impacts the administrative aspect, but also makes a real contribution to human development at the grassroots level. The results of this study confirm that strengthening the leadership accountability of Hamlet Heads is a key strategy in building better and sustainable quality of human resources in Kemuning District.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of the analysis and discussion, it can be concluded that the Leadership Accountability of Hamlet Heads has a positive and significant effect on the Quality of Human Resources in Kemuning District. The high value of the path coefficient and the strong level of significance show that the more accountable the leadership carried out in terms of finance, programs, procedures, and policies, the more the quality of human resources will be improved which is shown through knowledge, skills, attitudes, productivity, and community creativity. The *large value of R Square* also confirms that leadership accountability is the dominant factor in explaining the improvement of the quality of human resources at the hamlet level.

Based on this conclusion, it is recommended that Hamlet Heads continue to increase accountability in financial, program, and policy aspects through transparency, orderly reporting, and community involvement in every development activity. Village and sub-district governments need to strengthen coaching, training, and supervision systems to increase leadership capacity and integrity at the hamlet level. In addition, further research is suggested to add other variables such as community participation, policy support, or socioeconomic factors to obtain a more comprehensive picture of the factors that affect the quality of human resources.

ADVANCED RESEARCH

This research has several limitations. First, the study was only conducted on the Head of Hamlet in Kemuning District with a total of 52 respondents, so the results could not necessarily be generalized to other areas with different characteristics. Second, the variables studied only focused on leadership accountability as a factor that affects the quality of human resources, while there are still possible other factors such as community participation, budget support, organizational culture, and socioeconomic conditions that are also influential but have not been analyzed. Third, the data used mostly comes from questionnaires so it depends on the respondents' perceptions. Therefore, further research is recommended to expand the research area, add other relevant variables, and combine quantitative and qualitative approaches to obtain more comprehensive and in-depth results.

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