



## Evaluation of the Recruitment and Selection System for Village Community Empowerment Cadres (KPMD) in an Effort to Improve Village Empowerment in Batang Tuaka District

Renani<sup>1\*</sup>, Widyawati<sup>2</sup>, Syafrinadina<sup>3</sup>  
Universitas Islam Indragiri

**Corresponding Author:** Renani [renanijamal@gmail.com](mailto:renanijamal@gmail.com)

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### ABSTRACT

This study aims to evaluate the recruitment and selection system of Village Community Empowerment Cadres (KPMD) to enhance community empowerment in Batang Tuaka District, Indragiri Hilir. The study examines recruitment systems, selection systems, and community empowerment. A qualitative descriptive evaluative approach was applied with 50 purposively selected informants. Data were collected through interviews, observation, and documentation from October 2025 to February 2026. Findings indicate that recruitment and selection procedures were generally followed, but community participation and criteria consistency need improvement. KPMD plays a crucial role in village empowerment programs, highlighting the need for ongoing training and evaluation to optimize community development outcomes.

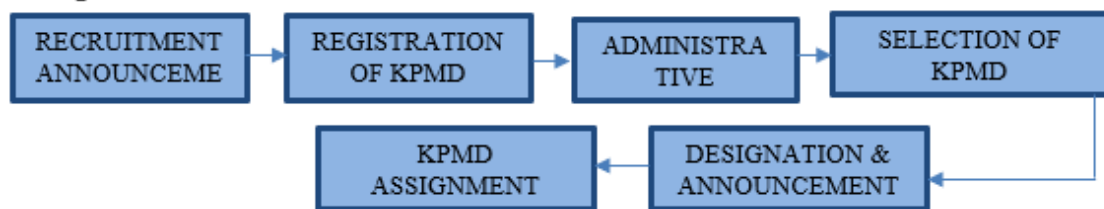
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## INTRODUCTION

Village development is an important part of national development which aims to improve community welfare and strengthen village independence. This is in line with (Law of the Republic of Indonesia Number 6 of 2014 concerning Villages, 2014) concerning Villages which affirms the authority of villages in regulating and managing the interests of the community based on the initiative and rights of village origin. In supporting the development and empowerment of rural communities, the government emphasizes strengthening institutions and human resources at the village level. Law Number 6 of 2014 and Regulation of the Minister of Home Affairs Number 18 of 2018 affirm the role of village community institutions, including Village Community Empowerment Cadres (KPMD), as strategic partners of the village government in encouraging community participation and the implementation of empowerment programs. The success of KPMD is highly determined by the quality of the human resources that fill it, so that the recruitment and selection system is a crucial factor and must be implemented in a transparent, objective, and fair manner as well as the principles of good governance.

Theoretically, recruitment and selection are important stages in obtaining quality human resources. Recruitment is the process of attracting candidates who meet the qualifications, while selection is a screening process to select individuals who best suit the needs and competencies set (Dessler, 2017). In the context of KPMD, the implementation of the right recruitment and selection system is the main prerequisite for producing cadres who have the capacity, integrity, and commitment to support the empowerment of village communities.

To see how the KPMD recruitment and selection system should be implemented and the parties responsible for it, the following is an overview of the KPMD recruitment and selection system based on ideal provisions according to regulations.



**Figure 1. KPMD Recruitment and Selection Flow and System**

Based on the flow of the KPMD recruitment and selection process, the stages begin with a recruitment announcement that contains information on the needs, requirements, and registration mechanism of KPMD candidates to the village community. This stage affects the level of community participation. Furthermore, registration and administrative verification are carried out to ensure that candidates meet the set requirements. The selection stage is then carried out through competency assessments, understanding of village community empowerment, as well as the integrity and commitment of candidates. The results of the selection are determined and announced publicly as a form of transparency, then the selected KPMD is assigned to carry out the role of facilitator, companion, and driver of the village community empowerment program. The implementation of systematic, objective, and

transparent stages is expected to be able to produce quality KPMD and support the success of village community empowerment in Batang Tuaka District.

The following is presented data on the number of KPMD needs and the number of people who will participate in the KPMD recruitment and selection process in 2025 in Batang Tuaka District.

**Table 1. Number of Needs and Participants in the 2025 KPMD Selection in Batang Tuaka District**

| No    | Name of Village/Village  | Number of KPMD Needed (People) | Number of Recruitment and Selection (People) |
|-------|--------------------------|--------------------------------|----------------------------------------------|
| 1     | Sungai Piring Village    | 3                              | 18                                           |
| 2     | Gemilang Jaya Village    | 3                              | 22                                           |
| 3     | Kuala Sebatu Village     | 3                              | 20                                           |
| 4     | Golden Sand Village      | 3                              | 25                                           |
| 5     | Sialang Jaya Village     | 3                              | 17                                           |
| 6     | Simpang Jaya Village     | 3                              | 30                                           |
| 7     | Sungai Hamlet Village    | 3                              | 16                                           |
| 8     | Sungai Junjungan Village | 3                              | 28                                           |
| 9     | Sungai Luar Village      | 3                              | 35                                           |
| 10    | Sungai Rawa Village      | 3                              | 15                                           |
| 11    | Sungai Raya Village      | 3                              | 40                                           |
| 12    | Tanjung Siantar Village  | 3                              | 19                                           |
| 13    | Tasik Raya Village       | 3                              | 21                                           |
| Total |                          | 39                             | 306                                          |

*Source: Batang Tuaka Sub-district Office*

Based on Table 1, the number of KPMD registrants in 2025 in each village and sub-district in Batang Tuaka District ranges from 15 to 40 people, while the need for KPMD is only three people per village or sub-district. This condition makes the selection process a very decisive stage in obtaining quality KPMD and in accordance with the needs of village community empowerment. Therefore, clear and measurable selection provisions and criteria are needed.

The general provisions of KPMD candidates include their status as local villagers, having concern for social activities and community empowerment, being willing to actively assist the community, and having communication, cooperation, integrity, and responsibility. The selection criteria include competence in the field of village community empowerment, experience in social community activities, education level, and understanding of village conditions and potential.

The implementation of these provisions and criteria aims to ensure that the selected KPMD is able to carry out its role as a facilitator, companion, and driver of village community empowerment. However, in its implementation, there are still challenges in the application of criteria objectively and consistently, so it is necessary to evaluate the KPMD recruitment and selection system, especially associated with the effectiveness of the implementation of village empowerment programs in Batang Tuaka District.

In addition, the effectiveness of village community empowerment can also be seen from the implementation of empowerment programs implemented at the village level. The village empowerment program is an important indicator to assess the extent of the role of KPMD in assisting the community, encouraging participation, and increasing the capacity and independence of the village community. For this reason, the following is an overview of the village community empowerment program in Batang Tuaka District.

**Table 2. Data on the Village Community Empowerment Program in Batang Tuaka District**

| No | Village Empowerment Program        | Program Objectives                | The Role of KPMD            | Target Program             | Program Realization                  |
|----|------------------------------------|-----------------------------------|-----------------------------|----------------------------|--------------------------------------|
| 1  | Community Skills Training          | Productive age society            | Facilitators and companions | 100 trainees               | 75 participants were held            |
| 2  | Empowerment of Village MSMEs       | Small and medium enterprises      | Business Companion          | 30 units of fostered MSMEs | 22 MSMEs are actively being fostered |
| 3  | Strengthening Village Institutions | Village community institutions    | Motivators and movers       | 10 Village Institutions    | 7 active institutions                |
| 4  | Village Fund Management Training   | Village officials and communities | Technical Companion         | 60 trainees                | 45 participants were held            |
| 5  | Village Cash Intensive Program     | Underprivileged communities       | Participatory supervisors   | 150 workforce              | 120 workforce absorbed               |
| 6  | Women's Group Empowerment          | PKK groups and village women      | Activity facilitator        | 8 women's groups           | 6 active groups                      |
| 7  | Village Youth Empowerment          | Youth and Youth Organizations     | Drivers of participation    | 10 youth groups            | 7 groups participated                |

| No | Village Empowerment Program    | Program Objectives | The Role of KPMD                 | Target Program | Program Realization                  |
|----|--------------------------------|--------------------|----------------------------------|----------------|--------------------------------------|
| 8  | Social and Economic Counseling | General public     | Extension workers and companions | 12 activities  | 9 times the activity was carried out |

*Source: Batang Tuaka Sub-district Office*

Based on data on the personnel needs of the Village Community Empowerment Commission (KPMD) in Batang Tuaka District, each village and sub-district only needs three KPMD people, while the number of applicants who take part in the recruitment and selection process is relatively high. This condition requires a clear, objective, and transparent recruitment and selection system so that the selected KPMD personnel really have competence and commitment in supporting the empowerment of village communities. However, in its implementation, various problems are still found, such as the suboptimal delivery of recruitment information to the community, limited community involvement in the selection process, and the consistent application of assessment criteria.

On the other hand, the village community empowerment program in Batang Tuaka District covers various fields, including community skills training, village MSME empowerment, strengthening village institutions, village fund management training, and village cash labor-intensive programs. These programs require the active role of KPMD as facilitators, companions, and community mobilizers. However, in reality, the realization of several programs has not fully reached the targets that have been set, which is allegedly related to the quality and capacity of KPMD on duty in the village.

Problems in the KPMD recruitment and selection process and the lack of optimal implementation of the village community empowerment program show that there is a gap between ideal provisions and factual conditions in the field. Therefore, the researcher considers it necessary to conduct an in-depth study to evaluate the KPMD recruitment and selection system as an effort to improve the quality of assistance personnel and support the success of village community empowerment. Based on these considerations, this research was conducted with the title "Evaluation of the Recruitment and Selection System of the Village Community Empowerment Commission (KPMD) in an Effort to Improve Village Empowerment in Batang Tuaka District."

The formulation of the problem in this study is how to evaluate the Recruitment and Selection System of Village Community Empowerment Cadres (KPMD) in an Effort to Improve Village Empowerment in Batang Tuaka District? In line with the formulation of the problem above, the purpose of this study is to find out how to evaluate the Recruitment and Selection System of Village Community Empowerment Cadres (KPMD) in an Effort to Improve Village Empowerment in Batang Tuaka District.

Theoretically, this research is expected to contribute to the development of the study of public administration and village development, especially related to the recruitment and selection system of village community empowerment assistants. Practically, this research is expected to be an input for the sub-district government, village government, and related parties in improving and improving the KPMD recruitment and selection system to be more transparent, objective, and participatory.

## **LITERATURE REVIEW**

### ***Village Community Empowerment***

Empowerment is a systematic effort to strengthen the position of the community to be able to make choices and control resources independently, with indicators including increasing community capacity and skills, community participation in village activities, economic independence, program sustainability, and impact on welfare (Sumodiningrat, 2016). Empowerment is a process of increasing community capacity and control over development, with indicators including active community participation, access to resources, decision-making ability, and community control over development outcomes (Chambers, 2017). Empowerment is a social learning process that places the community as the subject of development, with indicators including increasing knowledge and skills, strengthening local institutions, increasing community independence, and sustainability of empowerment activities (Mardikanto & Soebiato, 2017). Empowerment aims to strengthen the ability of the community to be able to access resources and make decisions independently (Suharto, 2018). The importance of strengthening social and institutional empowerment as the foundation of sustainable development (Pranarka & Moeljarto, 2019).

### ***Recruitment***

Recruitment is a series of activities to attract applicants who have competencies according to the needs of the organization, with indicators including disclosure of recruitment information, clarity of candidate requirements, equality of opportunity, clear recruitment procedures, and involvement of related parties (Dessler, 2017). Recruitment must be carried out openly and fairly in order to provide equal opportunities to all candidates, with indicators including transparency in the recruitment process, fairness in the treatment of candidates, and suitability between organizational needs and applicants' qualifications (Rivai & Sagala, 2018). Effective recruitment will produce a pool of qualified candidates and simplify the selection process, with indicators including the number of applicants who meet the qualifications, the effectiveness of recruitment sources, and the accuracy of the recruitment methods used (Simamora, 2016). The success of recruitment is determined by the accuracy of the recruitment methods and sources used (Bangun, 2018). Good recruitment must be systematically planned in order to produce human resources that are in accordance with the needs of the organization (Hasibuan, 2019).

### ***Selection***

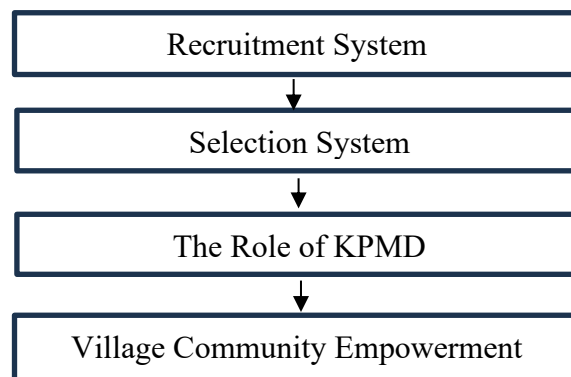
Selection is the process of evaluating applicants through various stages to select the best candidates based on their competencies, abilities, and attitudes, with indicators including the objectivity of the assessment, the suitability of the candidate with the criteria, the transparency of the selection results, the stages of systematic selection, and the competence and integrity of the candidate (Dessler, 2017). Selection must be carried out objectively and free from the influence of personal and group interests, with indicators including fairness in assessment, consistency in the application of selection criteria, and the accuracy of selection decisions (Hasibuan, 2019). Good selection will produce quality human resources and be able to carry out their duties effectively (Bangun, 2018). Selection is an important stage to ensure the suitability between individuals and jobs, with indicators including the suitability of competencies with job needs, the suitability of the candidate's attitude and personality, and the accuracy of the selection tools used (Simamora, 2016). The right selection process will improve the performance and effectiveness of the organization in the long run (Rivai & Sagala, 2018).

### ***Previous Research***

Research by Oleh (Sari, 2017) found that recruitment carried out openly and transparently was able to improve the quality of village assistants, although community participation in the selection process was still not optimal. (Pratama & Hidayat, 2018) concluded that competency-based selection has a positive effect on the performance of village institutions, but has not been supported by uniform selection standards. (Rahmawati, 2019) revealed that the effectiveness of the role of KPMD in community economic empowerment is greatly influenced by the quality of recruitment results. (Wibowo, 2020) shows that objective and transparent recruitment has a positive impact on the success of community empowerment programs. Meanwhile, (Lestari, 2021) concluded that there is still a discrepancy between recruitment provisions and practices in the field, especially in the aspects of socialization and selection objectivity.

### ***Conceptual Framework***

The following authors present the data of the Framework of thought in this study, as follows:



**Figure 2. Conceptual Framework**

### ***Hypothesis***

According to qualitative research, there is more emphasis on research focus and research questions than on hypothesis testing. In line with this, this study does not use a hypothesis, but rather establishes the focus of the research "How to evaluate the recruitment and selection system of Village Community Empowerment Cadres (KPMd) in an effort to improve the empowerment of village communities in Batang Tuaka District

### **METHODOLOGY**

This study uses a qualitative approach with an evaluative descriptive research type. Qualitative research is a research method used to examine the condition of natural objects, where the researcher acts as a key instrument and data is collected in depth to understand the phenomenon being studied (Sugiyono, 2017). The location of the study is Batang Tuaka District, Indragiri Hilir Regency, the research time is from October 2025 to February 2026. Population is a generalized area consisting of research objects or subjects (Sugiyono, 2019). The population in this study is all parties involved and related to the recruitment and selection system of Village Community Empowerment Cadres (KPMd) in Batang Tuaka District. Samples are part of the number and characteristics possessed by the population (Sugiyono, 2019). The sampling technique in this study uses purposive sampling, which is the determination of informants based on certain considerations, such as the knowledge, involvement, and experience of informants in the KPMd recruitment and selection process.

The sample distribution includes the Batang Tuaka Sub-district Head (1 person) as the person in charge of sub-district policy, the Head of the Village/Lurah (13 people) as the person in charge of the implementation of KPMd recruitment and selection in the village, KPMd members (20 people) as representatives of several villages/sub-districts, the KPMd Selection Committee/Team (8 people) who are directly involved in the selection, and Community Leaders (8 people) who understand the KPMd recruitment and selection process, So that the total number of informants is 50. Data collection techniques include interviews, namely giving questions to respondents directly (Sugiyono, 2019), observation, which is direct observation of the research object to obtain supporting data (Sugiyono, 2019), and documentation, namely data collection through records, archives, and official agency documents (Arikunto, 2016).

The independent variables in this study are the Recruitment System ( $X_1$ ) and the Selection System ( $X_2$ ), while the dependent variables are Village Community Empowerment ( $Y$ ). Data analysis uses an interactive model until the data reaches saturation (Miles et al., 2014). Data collection and analysis techniques also refer to a systematic research management approach (Widyawati et al., 2025) that emphasizes data validity, purposive sample selection, and verification of findings through triangulation. The stages include data reduction, namely simplification and sorting of data from questionnaires, observations, and relevant documentation; data presentation, which is the preparation of data in the form of descriptive narratives and tables to make it easier to understand and

see patterns; and drawing conclusions and verification, which is the process of determining meaning and conclusions based on the results of data analysis.

### ***Characteristic Responden***

The respondents in this study consisted of 50 people consisting of the Batang Tuaka Sub-district Head (1 person) as the person in charge of policy at the sub-district level, the Head of the Village/Lurah (13 people) as the implementer of KPMD recruitment and selection in the village, KPMD members (20 people) as representatives from several villages and sub-districts, the KPMD Selection Committee/Team (8 people) who were directly involved in the selection process, and Community Leaders (8 people) who understand the KPMD recruitment and selection process. Most of the respondents have direct experience in the implementation of the recruitment, selection, and empowerment system of village communities, so the data obtained reflects a comprehensive understanding of the evaluation of the KPMD system in Batang Tuaka District.

## **RESEARCH RESULT**

### ***KPMD Recruitment System***

Based on the results of interviews with various informants, the KPMD recruitment system in Batang Tuaka District has been carried out according to the established procedures, starting from the announcement of the need for KPMD personnel through the village office, print media, and community announcements. The informant said that the requirements for KPMD candidates, such as status as a villager, concern for social activities, communication skills, and integrity, are generally clear, but the delivery of information is still different between villages so that some residents feel that they do not fully understand the registration mechanism. In addition, opportunities for the public to register are open, but public involvement in the recruitment process tends to be limited to the registration and administrative verification stages, so that the active participation of residents in assessing the eligibility of candidates is not optimal. However, the recruitment process is considered relatively systematic and fair by most respondents, especially because it uses structured procedures, but there is still a need for increased socialization and community involvement to make recruitment more transparent and accountable.

Some informants said that the number of KPMD registrants far exceeded the available needs, for example, one village needs three KPMD people but the number of registrants reaches 25-40 people. This condition emphasizes the importance of clear and standardized recruitment procedures so that the selected candidates really have high competence and commitment, and are able to carry out their role as community companions effectively.

### ***KPMD Selection System***

The KPMD selection stage is carried out through competency evaluation, the candidate's understanding of village community empowerment, experience in social community activities, the level of education, integrity, and the candidate's commitment. Respondents stated that the selection generally proceeded according to procedures, but some villages still faced obstacles related to the objectivity of the assessment, because the evaluation standards were not fully consistent and the limitations of competency measurement tools. The results of the selection were announced openly, but public participation in assessing candidates was still limited, so some people felt that the selection process was not fully participatory. In terms of the quality of selected candidates, most KPMDs are considered able to carry out their roles as facilitators, companions, and drivers of community empowerment programs, although there are differences in quality between villages influenced by individual educational backgrounds, experiences, and motivations.

Some informants also emphasized the importance of selection stages based on competencies and real experience, such as the candidate's involvement in social activities or community group management. According to them, a selection that emphasizes more on practical competencies will produce KPMD who not only understand empowerment theory, but are also able to face real problems in the community, so that village empowerment programs are more effective and on target.

### ***Village Community Empowerment***

The role of KPMD in empowering village communities includes facilitating skills training, MSME assistance, strengthening village institutions, training in village fund management, implementing cash-intensive programs, and empowering women and youth groups. The results of the interviews show that KPMD has succeeded in increasing community capacity, encouraging active participation in village activities, and assisting the community in achieving economic independence, especially in groups that are routinely fostered. However, some programs have not fully achieved the set targets, among others due to the limited number of KPMDs, variations in competencies, and challenges in coordination with the community. However, in general, KPMD has a positive impact on the empowerment of rural communities, increases the skills, participation, and independence of residents, and strengthens local institutions.

Several informants also emphasized that the success of the empowerment program is greatly influenced by the cooperative relationship between KPMD, village officials, and the community. Villages with good coordination tend to have more successful programs, while villages with limited communication often face obstacles in achieving targets. This shows that the quality of KPMD and the effectiveness of empowerment depend not only on selection procedures, but also on the support of the social and institutional environment in the village.

### ***Obstacles and Suggestions***

Respondents identified several obstacles in the implementation of the recruitment, selection, and empowerment system, including uneven delivery of recruitment information, limited community participation, inconsistent implementation of selection criteria, and variations in selected KPMD competencies. These obstacles affect the quality of assistance personnel and have an impact on the effectiveness of village empowerment programs. For this reason, respondents suggested that recruitment and selection procedures be more transparent, participatory, and competency-based, with the application of consistent criteria and the use of more objective assessment tools. In addition, continuous coaching and evaluation of KPMD is considered important to increase their capacity, motivation, and commitment in supporting village community empowerment programs optimally.

Several respondents also provided input for village and sub-district governments to increase socialization and training before the recruitment process begins. This is expected to prepare KPMD candidates with adequate knowledge, as well as minimize errors in the selection stage. In addition, routine evaluation of KPMD performance is considered important so that the success of village community empowerment programs can be maintained and improved in a sustainable manner.

### **DISCUSSION**

The results of the study show that the KPMD recruitment system in Batang Tuaka District has been carried out according to formal procedures, but there are variations in information delivery and community participation. These findings are in line with statements (Dessler, 2017) and (Rivai & Sagala, 2018) that emphasize that effective recruitment must be done openly, clearly, and provide equal opportunities for all candidates. Although the recruitment procedure has been structured, the limitations of socialization and community participation show that transparency in implementation is not fully optimal, so the recruitment system needs to be improved so that the selected KPMD candidates are truly competent and have high commitment.

According to (Dessler, 2017) effective recruitment must be systematically planned, considering the competencies and potential of candidates, and using the principles of fairness and transparency to produce qualified personnel. In addition, (Syafrinadina et al., 2025) emphasized the importance of integrating economic principles and human resource management in the recruitment process, where careful planning, proper resource allocation, and continuous evaluation of prospective workers can increase efficiency and effectiveness, so that institutions obtain personnel who are not only competent, but also able to make optimal contributions to development goals.

In the selection process, this study found that the evaluation stages of KPMD candidates had been carried out through an assessment of competence, integrity, experience, and understanding of village community empowerment. This is in accordance with the theory (Dessler, 2017) and (Hasibuan, 2019) which emphasizes that selection must be objective, systematic, and free from the influence of personal or group interests. However, variations in the application of criteria and limitations of evaluation tools suggest that the objectivity of assessment still needs to be strengthened. These findings emphasize the importance of using consistent selection standards and focusing on the practical competencies of KPMD candidates so that they are able to face real problems in empowering rural communities.

The role of KPMD in community empowerment programs shows that the success of the program is greatly influenced by the quality of cadres and coordination between KPMD, village officials, and the community. In line with the views (Sumodiningrat, 2016) and (Chambers, 2017) community empowerment is a process that emphasizes capacity building, active participation, and community independence. The results of the study show that KPMD is able to encourage community participation, improve skills, and strengthen village institutions. However, the limited number of KPMDs and the variety of competencies cause some programs to not fully reach the target, so the implementation of community empowerment still requires continuous coaching and evaluation.

The barriers found in the recruitment, selection, and implementation of empowerment programs indicate a gap between ideal regulation and practice in the field. According to Bangun (2018) and Simamora (2016), the success of recruitment and selection as well as the effectiveness of community empowerment is highly dependent on the implementation of clear procedures, stakeholder involvement, and the quality of the human resources involved. The findings of this study confirm that increasing socialization, implementing consistent selection criteria, and fostering KPMD in a sustainable manner are very important to ensure that village community empowerment programs can run optimally and sustainably. Thus, an effective recruitment and selection system is the main prerequisite for the success of the village empowerment program in Batang Tuaka District.

## **CONCLUSIONS AND RECOMMENDATIONS**

Based on the results of the research and analysis, the following conclusions can be drawn:

1. KPMD Recruitment System, KPMD recruitment procedures in Batang Tuaka District have been carried out according to the provisions, but there are variations in the delivery of information and community involvement. This affects the level of participation of candidates and the public in the recruitment process, so transparency and accountability need to be improved.

2. KPMD Selection System, The selection of KPMD candidates is carried out through an assessment of competence, integrity, experience, and understanding of village community empowerment. Although most of the selection process runs according to procedures, there are differences in the application of criteria between villages and limitations in evaluation tools, which have the potential to affect the objectivity and quality of the selected cadres.
3. Village Community Empowerment, KPMD plays a role as a facilitator, companion, and driver of community empowerment programs. The success of the program is influenced by the quality of KPMD and coordination with village officials and the community. In general, empowerment programs are able to increase community capacity, participation, and independence, but there are still obstacles in achieving targets due to the limited number and variety of KPMD competencies.
4. Obstacles and Challenges, The main obstacles include suboptimal recruitment socialization, limited public participation in selection, and the application of inconsistent criteria. These obstacles have an impact on the effectiveness of village community empowerment programs.

Based on the results of the research, it is suggested that the recruitment and selection process of KPMD in Batang Tuaka District be carried out in a more transparent and participatory manner, with even socialization throughout the village and increased community involvement in the assessment of candidates. In addition, selection criteria and evaluation tools need to be standardized so that their application is consistent between villages, while continuous coaching and evaluation of KPMD, including competency training and practical capacity development, must be strengthened to increase the effectiveness of community empowerment. Good cooperation between KPMD, village officials, and the community also needs to be improved so that village empowerment programs can achieve targets, run optimally, and be sustainable.

## **ADVANCED RESEARCH**

This research has several limitations that need to be considered. First, this study only focused on Batang Tuaka District, so the findings may not fully reflect conditions in other sub-districts. Second, research data is mainly obtained through interviews, observations, and documentation, so the interpretation of findings is highly dependent on informant perceptions and available documentation. Third, the limited number of KPMD and the variation in competencies between villages affect the generalization of findings regarding the effectiveness of community empowerment.

For further research, it is recommended to conduct a broader study involving several different sub-districts or regions in order to obtain a more comprehensive picture of the KPMD recruitment, selection, and empowerment system. In addition, follow-up research can utilize quantitative methods to measure the effectiveness of empowerment programs more systematically and assess the influence of certain factors on KPMD performance, so that the results can be used as a basis for more appropriate policymaking.

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