



DPMD Communication Strategy to Improve the Performance of Village Officials in Enrekang Regency

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Abstract: The limited quality and performance of village officials is one of the sources of problems that arise in the Village Government in managing village funds. The research was conducted with the aim of exploring and describing the communication strategy applied by DPMD as a village monitor and coach in an effort to improve the performance of village officials in Enrekang Regency, especially in the management of village funds. Researchers used a qualitative approach with a case study method. The informants taken were four people who had information and experience related to improving the performance of village officials, namely the head of DPMD, the Head of the Division that handled the performance improvement of village officials and 2 (two) Village Heads. In this study, it is known that the communication strategy applied by DPMD in an effort to improve the performance of village officials, especially in the management of village funds, is through several steps, namely by conducting research, planning, implementing and evaluating communication. The communication strategy implemented is quite good, but not optimal because in determining communicants in the implementation of training and socialization, DPMD has not been able to present or invite all village officials who should participate in the process of managing village funds. This is also due to the limited budget of the Enrekang Regency PMD Office.

Keywords: Village Apparatus; Performance; Village Fund Management; Communication Strategy.

1. Introduction

Village Law No. 6/2014 is an important and strategic decision issued by the government in order to realize a more prosperous village government, because with this fundamental policy, the government determines to provide Village Fund allocations to all village governments in order to fulfill village rights and obligations (Somali, 2021), (Saputra, Anggiriawan, Trisnadewi, Kawisana, & Ekajayanti, 2019). However, in addition to the great progress achieved through the implementation of the village law, the government will have a burden and responsibility that is not easy where there will be various potential problems and obstacles that are quite heavy if we look at the condition of village governments, most of which are very less than optimal in organizing the current village governance system. It must be recognized that there are still many shortcomings in the implementation of the village governance system when viewed from the quality and competence and ability of village officials (Herdiansah, Ummah, & Simanjuntak, 2017), (Fauzi et al., 2023).

The Village Law regulates the rights and obligations of villages. The authority, rights and obligations of the village raise many expectations, challenges and concerns that require an increase in the performance and quality of the parties involved in the process of managing village governance, namely village officials (Utomo & Suharto, 2018), (Lekipiouw, Salmon, & Lainsamputty, 2021). The authority, rights and obligations of the village are very broad when associated with the organization and management of various aspects of the village, namely regarding village finances and assets, village planning and budgeting, village policies and services, village head leadership, village institutions and officials, village community empowerment and the ability of the Village

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Consultative Body, as well as other related aspects (Sari, 2020), (Makmur, 2020). The problem that then arises is that there are indications that the burden of the village government is not light in carrying out the mandate of the village law if you look at the various problems and obstacles faced and the condition of the village government in carrying out its rights, authorities and obligations (Lalu, 2021), (Gusta Anza, Aprizon Putra, & Habiburrahman, 2023).

Ideally, the village government manages village funds starting from the planning stage, the implementation stage, the administration and reporting stage to the good accountability stage is how the quality of the village government apparatus itself, because with the quality and performance of good and maximum village officials, they will also be able to manage village finances effectively, openly and accountably in order to avoid abuse of authority and errors in the use of funds that can result in village government problems with Law Enforcement Officials (Wilma & Hapsari, 2019), (Basri, Marianti, & Rofika, 2021).

Therefore, the concern of the Regional Government, in this case the PMD Office as the village supervisor, is how to develop a communication strategy in order to improve the performance of village officials in managing the Village Fund in order to carry out development programs and community empowerment which are the main targets and objectives with the village funds provided by the government (INDARSYAH, 2023), (Asteria & Kaja, 2021).

Village governments in carrying out their main duties and functions, especially in the management of village funds, often experience problems or obstacles. These problems can originate from within the village government organization itself and also some of the causal factors come from outside the village government organization (Ningsih, Nurhaliza, & Priyanti, 2022), (Aminudin, 2019).

One of the problems faced by the village is due to the lack of communication between village officials in carrying out their daily tasks. Less intense communication between fellow village officials can lead to a lack of cooperation in carrying out work, especially in the management of village funds. This can result in the work being focused on one or two village officials only, so that the village government is less than optimal in completing its duties, especially in the management of village funds (Jabbar, 2013), (Sulasmı, Sibuea, Eriska, & AirLangga, 2020).

Another factor that is also an obstacle is the lack of communication between the village government and the local government, in this case the lack of coordination carried out by the village government in the context of implementing its main tasks and functions. The village government should coordinate a lot so that any obstacles experienced in the implementation of its duties, especially in the management of village funds, can get solutions from the local government (Nursetiawan, Ratnasari, & Sihabudin, 2022), (Suciana, Dayat, & Gumilar, 2022). Based on these problems, it is hoped that the initiative of the Regional Government, in this case the DPMD as the supervisor of the village government, to provide the best solution so that the problems and obstacles faced by the village government can be overcome to the maximum. What is of concern to the local government is how to develop a communication strategy in order to improve the performance of village officials in managing the Village Fund in order to implement development programs and community empowerment which are the targets and objectives of the Village Fund (KHAFID, n.d.).

Communication is a process of delivering and receiving messages or information from one person to another (Rizal, 2018). A person or group doing a communication means that there is a goal to be achieved, namely the existence of a common understanding between the communicator and the communicant. In order for the message to be conveyed to be perfectly understood by the recipient, a communication strategy is needed (Alfajri, 2024).

Cangara (2014) suggests that strategy is a military concept commonly interpreted as the art of war of the generals (The Art of General) or the best plan to win the war. In strategy, there is a principle that must be kept in mind, namely "there is nothing mean-

ingful about everything, except knowing what the enemy will do before they do it" (Siahaan & Amalliah, 2022).

Communication strategies are also applied by the central and local governments both within the internal organization or used in order to make efforts to foster village governments and empower the community. Communication strategy is an important thing and is needed in the communication process because without communication everything will definitely not run well and optimally.

Based on the President's Nawacita concept, Indonesia's current development priority program is to build Indonesia from the periphery by strengthening regions and villages within a unitary state (Caya & Rahayu, 2019). Therefore, with the issuance of village law number 6 of 2014 with the aim of realizing independent villages and maximizing village community empowerment based on the potential of the village and regulations governing the management of village funds in the context of organizing development (Lasmana, 2017).

Village funds are funds sourced from central government assistance with the main objective of organizing development in the village and empowering the community in order to achieve an advanced, independent and sustainable village in accordance with the mandate in the village law (Caya & Rahayu, 2019). Based on this, it can be understood that village funds sourced from the APBN are not only intended to build village infrastructure but are also intended to empower the community in the village. A total of 112 (One Hundred Twelve) Villages in Enrekang Regency also received village funds from the APBN.

The local government, in this case the Enrekang Regency PMD Office, is a regional apparatus organization tasked with supporting the regent in carrying out government administration tasks that are the responsibility of the region in the field of community and village empowerment. Where one of the duties and functions of the DPMD is to provide guidance in order to improve the performance and capacity of village officials in managing village funds and empowering village communities as the main targets and objectives of development originating from village funds.

Several problems were found in the village government in managing village funds, namely: the limited performance and quality of the village government apparatus, where there is a dependence on 1 or 2 village officials who can operate computers and laptops; the lack of understanding that transparency in managing village funds for village government officials is very important, the main tasks and functions that are less considered by the village head and village officials where there are still many overlapping and the lack of awareness and responsibility of the apparatus in carrying out their duties as implementers of village financial management in accordance with their respective tupoksinya; the lack of responsibility of the village head in carrying out his duties to manage village funds so that misuse sometimes occurs; the lack of facilities and infrastructure in the village office which is still very lacking so that village officials are not optimal in carrying out their work; and the lack of budget from the OPD which has the task of fostering, supervising and monitoring and evaluating the management of village funds in Enrekang Regency (Lasmana, 2017).

Poor communication and coordination from the Village Government in establishing poor relationships both vertically and horizontally can result in disruption of the village government in managing village funds (Muhtada, Diniyanto, & Alfana, 2018). The village government must maintain good relations vertically, namely with the local government and also horizontally, namely the relationship with the Village Consultative Body. Therefore, it is necessary to find out the communication strategies carried out in order to improve the performance of village officials, especially in managing village funds.

Research studies on communication strategies have been widely researched by previous researchers, among others: Saraswati et al. (2021) discuss tourism marketing communication strategies during the covid-19 pandemic, the similarity of analyzing communication strategies is that Saraswati's difference is more about tourism marketing

specifically during the covid-19 pandemic. Octaviani et al. (2022) examined the communication strategy in corporate social responsibility as an effort to empower the community which aims to realize an empowered society through a good communication strategy. Zamzami et al. (2021) examined organizational communication strategies which aim to find out the meaning of organizational communication, the concept of organizational communication strategies and strategic steps in organizational communication. Asri Ispawati (2022) examines the communication strategy in building the morale of employees of the administrative staff training center of the Indonesian ministry of religion where the Indonesian religious training center has an organizational communication strategy to build employee morale during the Covid-19 pandemic so that in completing their duties and responsibilities employees can carry out well without having to be constrained by the situation that is sweeping Indonesia.

2. Materials and Methods

This research uses a qualitative approach with a case study method with the aim of explaining and obtaining an overview of how the communication strategy carried out by DPMD as a village coach in an effort to improve the performance of village officials in Enrekang Regency, especially in managing village funds. The research location was conducted in Enrekang Regency, focusing on data obtained from the PMD Office and village officials in Enrekang Regency. Data collection was carried out using primary and secondary data sources. Primary data sources were conducted through interviews and observations, and secondary data sources through literature studies and documentation studies.

In this study, researchers determined informants using purposive sampling techniques, where the selected informants were people who had information, knowledge, understanding, experience and were working in fields related to improving the performance of village officials in the DPMD of Enrekang Regency. The informants in this study consisted of related parties in the process of managing village funds, such as the Head of the Enrekang Regency PMD Office, the Head of the Division that handles improving the performance of village officials and village heads.

Data collection techniques are carried out by methods or steps taken in the data collection process to find answers to research problems, namely through in-depth interviews using interview guidelines that have been prepared to find certain indications in accordance with the research focus. Data analysis was conducted through the Miles and Huberman interactive analysis technique, which includes data collection, data reduction, data presentation, and conclusion drawing.

3. Results and Discussion

The Community and Village Empowerment Office based on its duties is obliged to provide guidance in the form of socialization as well as training or technical guidance in order to realize a good village governance system so that there are professional village government officials needed in managing village funds as a form of supporting all development activities carried out and in order to empower the village community. The PMD Office has conducted various communication strategies in order to improve the performance of village officials, especially in managing village funds that are good and accountable, so that the objectives of the village law through the allocation of village funds can be realized.

To be able to carry out activities to improve the performance of village officials in managing village funds, steps or stages are needed such as the research stage, planning stage, implementation stage and communication evaluation stage.

3.1 Communication Research

Regarding the research that has been conducted, DPMD Enrekang Regency first searches or collects information about obstacles or opportunities that may occur in im-

proving the performance of village officials. The following is an interview quote from Plt. Head of the Enrekang Regency PMD Office:

"Yes, before carrying out activities to improve the performance of village officials, the DPMD first identifies problems in the village so that this can be a reference in formulating programs/activities to be implemented so that the coaching target can be right on target" (Mahmuddin: 2023).

For information retrieval, DPMD coordinates with the sub-district government and relevant DPOs to obtain the required information. This was conveyed by the Head of the Village Government Division:

"Usually, before conducting coaching, we coordinate with all sub-district heads, district inspectors and their staff, as well as with the Ministry of Health's P3MD District Experts, to seek information about the obstacles or problems faced by the villages and also the progress of each village in the past year" (Lubis: 2023).

In an effort to improve the performance of village officials in Enrekang Regency, DPMD has conducted research to find information, namely by collecting data on villages that often experience delays in collecting financial reports or village accountability with the aim that these villages will be prioritized to receive regular coaching by DPMD. Thus, according to researchers, the communication strategy related to communication research that has been carried out by the DPMD of Enrekang Regency is quite optimal.

3.2 Communication Planning

In a communication strategy, the planning stage is very important because by doing good planning it can achieve the goals that have been set or expected. Improving the performance of village officials carried out by the Enrekang Regency PMD Office is also through the planning stages carried out by coordinating with each other between position holders in the DPMD of Enrekang Regency.

Identifying strategies at the communication planning stage regarding improving the performance of village officials in managing village funds cannot be separated from communication elements such as communicators, messages, media, and communicators. Therefore, the strategy carried out in communication planning related to improving performance begins with:

3.3 Determining Communicators

In improving the performance of village officials related to the management of village funds, communicators or presenters are people who have knowledge and understand the content of the message or material to be conveyed to communicants, namely the Head of the Enrekang Regency PMD Office, the District Government and the Head of the Village Government Division.

This was stated by Plt. Head of the Enrekang Regency PMD Office: "The speakers are usually myself, Mr. Lubis as the head of the village government sector and sometimes represented by his subordinates, with notes that are considered capable of being presenters. If it is held at the kecamatan level, the respective sub-district head is also the speaker at the coaching activity" (Mahmuddin: 2023).

The DPMD of Enrekang Regency coordinates between the head of the office and the head of the field to determine who is the communicator in the activities to improve the performance of village officials regarding the management of village funds. This was conveyed by the village government head that:

"If the speaker is the head of the village government field and also the functional position of the community self-help activator who understands the performance improvement of village officials and sometimes also the head of the office, but we always coordinate with the head of the office regarding the implementation of coaching or socialization activities" (Lubis: 2023).

In coaching activities (socialization and training) in order to improve the performance of village officials in managing village funds carried out by DPMD Enrekang Regency, the determination of communicators that must be considered is the credibility and

attractiveness that must be possessed by the communicator. According to Plt. Head of DPMD Enrekang Regency, the criteria for determining communicators are:

"Regarding the criteria, we choose based on the qualifications of the speakers according to the material to be presented or according to their respective fields. On average, the presenters have attended TOT (Training of Trainers) Village Apparatus Training and some have even attended MOT (Master of Trainer) Village Apparatus Training conducted by the Ministry of Home Affairs" (Mahmuddin: 2023).

This is in line with what Effendy (2011) says, that the elements that must be considered in developing a communication strategy include looking at the role of the communicator in communicating and an important factor so that the communicator can communicate smoothly, namely the attractiveness and credibility of the communicator itself. So according to researchers, the selection of communicators in training and socialization activities in order to improve the performance of village officials has been effective.

3.4 *Setting the Message*

The PMD Office conveys messages to village officials so that they understand the importance of understanding their respective duties. This was conveyed by the Head of the Village Government Division who said that:

"We conduct coaching in the form of training in order to improve the performance of village officials so that all village officials can carry out their respective duties based on their duties, because there are still some village officials who do double work because there are some officials who do not understand their duties. In addition, we also conduct socialization on regulations regarding the management of village funds or regulations on villages that often change" (Lubis: 2023).

DPMD compiles messages to be easily understood by village officials. This was conveyed by Plt. Head of DPMD Enrekang Regency that:

"Yes, we convey the material effectively, so we arrange it first as easily as possible and in accordance with existing regulations, because it is useless for us to conduct training and socialization, but the village heads and village officials do not understand what we convey" (Mahmuddin: 2023).

Based on the results of the interviews above, it can be concluded that the purpose of the implementation of coaching to improve the performance of village officials is to increase the knowledge and understanding of village officials regarding their main duties and functions, especially in the management of village funds so that they can produce a good and accountable village fund management system, so that the objectives of village law through the allocation of village funds can be realized optimally. Therefore, according to the researchers, DPMD in determining the content of messages in training and socialization activities to improve the performance of village officials has been effective.

3.5 *Determining the Media*

In improving the performance of village officials, media selection is important because with the right media selection, it is likely that the message will be conveyed properly. In improving the performance of village officials carried out by DPMD Enrekang Regency, the media used are in the form of training/technical guidance and socialization (group communication). This was stated by Plt. Head of DPMD Enrekang Regency:

"It is a program/activity that is the responsibility of the village government sector, there are several training activities, namely village financial management training, capacity building training for village government officials, village government administration guidance and also village development planning training" (Mahmuddin: 2023).

Training and socialization activities were carried out by DPMD because village officials did not fully know their respective tasks and functions. Training and socialization activities are conducted in a room with presenters. This was conveyed by the Head of the Village Government Division:

"In order to improve the performance of village officials in managing village funds, there are several training and socialization activities related to this, one of which is routinely carried out is capacity building training for village government officials both at the sub-district level and also at the district level" (Lubis: 2023)

This was confirmed by the Village Head as the communicant/audience/communication target in the training or socialization activities carried out by the DPMD of Enrekang Regency, including the Head of Batu Mila Village, that:

"There are, training activities to increase the capacity of village officials by DPMD and also socialization related to regulations that often change regarding villages and village funds" (Rahmawati Arsyad: 2023).

Also added by the Head of Latimojong Village as the communicant/audience/communication target in the training or socialization activities, namely:

"There are, namely training activities to increase the capacity of village officials, socialization activities and also coaching carried out directly to each village" (Syaharuddin: 2023).

Based on the results of the study, the selection of media applied by DPMD in carrying out activities to improve the performance of village officials according to researchers is quite effective.

3.6 Determining the Communicator

The communicator is the subject of communication or the person who receives information from the speaker or communicator. The speaker or communicator of the training and socialization activities carried out by the DPMD of Enrekang Regency in an effort to improve the performance of village officials in managing village funds is the village official. This was conveyed by the Acting Head of the PMD Service of Enrekang Regency:

"The participants in the training and socialization are village heads and certain village officials in the sub-district where the socialization is carried out if it is carried out at the sub-district office. If it is carried out at the district level, those present are all village heads and certain village officials throughout Enrekang Regency" (Mahmuddin: 2023).

From the research results, DPMD of Enrekang Regency did not invite all village officials in each village in training and socialization activities due to limited capabilities or costs from DPMD which were unable to cover the costs of all village officials at the training and socialization activity locations and the absence of a place that could accommodate many people. So in its implementation, according to the researcher, it was less effective because information did not directly reach each village official where all village officials should know and understand their duties, especially in managing village funds because all village officials were involved in the process of managing village finances.

3.7 Implementation of Communication

Training and socialization activities in order to improve the performance of village officials in managing village funds carried out by the DPMD of Enrekang Regency are carried out 2 to 3 times a year and the number depends on the ability/finances of the DPMD of Enrekang Regency. This was stated by the Acting Head of the PMD Service of Enrekang Regency, that:

"We do this 2 to 3(three) times a year. The locations are 12 (twelve) different sub-districts. Sometimes it is also carried out at the DPMD Office by dividing the time per sub-district" (Mahmuddin: 2023).

Training and socialization activities have been carried out since 2016 to 2023. This was conveyed by the Head of the Village Government Division, that:

"These training and socialization activities have been carried out for a long time, from 2016 to 2023. Almost every year they are carried out because regulations regarding villages and village funds often change and socialization is needed regarding these changes. On the other hand, village officials also experience changes at any time because

the person who has the right to appoint and dismiss village officials is the village head, where if the village head changes, usually the officials are also replaced, therefore training is always needed every year" (Lubis: 2023).

The Community and Village Empowerment Service of Enrekang Regency conducts training and socialization activities three times a year in each sub-district and is also carried out at the district level. So according to the researcher, the implementation is quite optimal because it can be carried out several times a year.

3.8 Communication Evaluation

Evaluation is a method or way to review or assess the success of communication activities that have been carried out with the aim of making improvements or perfecting previously achieved success. The evaluation carried out in training and socialization activities in order to improve the performance of village officials carried out by the DPMD of Enrekang Regency was carried out to determine the level of success of the program activities. According to the Acting Head of the PMD Service, that:

"Yes, we do that, so every activity has an evaluation. Where were the shortcomings last year, where were the advantages last year and make improvements in the following years. And when there are things that are still lacking in the implementation of the activities that have been carried out, we usually make new breakthroughs to solve problems in the implementation of the next activity" (Mahmuddin: 2023).

The Community and Village Empowerment Service of Enrekang Regency also conducted an evaluation for training and socialization activities in the following year by adding communicants/participants in training and socialization activities, namely the Village Secretary and other village officials, because they are also involved in the village financial management process and really need to get information or material about their duties to work every day.

This is in accordance with the concept of communication strategy put forward by Fred R. David in Suryadi's book (2018) that there are three main activities in strategy evaluation, namely reviewing external and internal factors that form the basis for formulating the strategy implemented. Then measuring performance and taking corrective actions. In terms of evaluation, the DPMD of Enrekang Regency has not been able to measure the extent to which this socialization and training can be understood by village officials because not all village officials in each village can participate in training or socialization carried out by DPMD due to limited funds and time. So DPMD cannot yet know for sure whether the socialization activities carried out were successful or not.

4. Conclusion

The communication strategy in order to improve the performance of village officials, especially in village financial management carried out by the Community and Village Empowerment Service of Enrekang Regency is quite good. However, it is still less than optimal because in determining the communicants in the implementation of training and socialization, DPMD has not been able to present or invite all village officials involved in the process of managing village funds. This is also due to budget limitations from DPMD Enrekang Regency.

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