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Implementation of Village Development Program in Saukang Village, East Sinjai District

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Abstract. This research aims to evaluate the implementation of the Village Cash Labor Intensive Program (PKTD) in Saukang Village, East Sinjai District, Sinjai Regency. Saukang Village, East Sinjai District, Sinjai Regency. By using descriptive qualitative approach, this study explores communication, resources, disposition, and bureaucratic structure as the main variables that influence policy implementation. affecting policy implementation. Data was obtained through interviews, observation, and documentation. The results show that the PKTD program program has made a significant contribution to improving the welfare of community through the provision of local employment and the development of village infrastructure. However, challenges such as lack of socialization and human resources still need to be addressed to improve program effectiveness.

Keywords: Implementation, Development, Welfare Community.

1. Introduction

Village development programs are an increasingly important issue in the context of decentralization and regional autonomy in Indonesia. Since the enactment of Law Number 6 of 2014 concerning Villages, villages have been given greater authority to manage resources and plan development that is in accordance with the needs of local communities. This aims to improve the welfare of village communities and reduce the development gap between urban and rural areas [1]. However, despite the great potential for village development, various challenges and conflicts of interest often arise in its implementation. One of the main challenges in implementing village development programs is the conflict of interest between the village government and the community [2]. For example, in Bogoran Village, this conflict arose between the village government which had political interests and the community which was more focused on economic interests [3]. This shows that in order to achieve sustainable development goals, it is important to create an effective conflict resolution mechanism and involve all stakeholders in the decision-making process [4].

In addition, effective use of village funds is also key to the success of development programs. Research shows that transparent and accountable management and use of village funds can have a significant impact on local economic development [5]. However, there are still challenges in terms of accountability and supervision of the use of village funds, which are often a source of problems in the implementation of development programs [6]. Therefore, a good information system is needed to monitor and evaluate the use of village funds in order to increase community participation in development [7]. Sustainable village development is also a major focus in various current development programs [8]. The concept of sustainable development emphasizes the importance of maintaining a balance between economic, social, and environmental development [9]. In this context, community participation is very important to ensure that the development

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programs implemented are in accordance with local needs and potential [10]. Through a participatory approach, communities can be involved in planning and implementing development programs, thereby increasing their sense of ownership and responsibility for development outcomes [11].

The implementation of development programs in villages covers various aspects that have not been fully explored in the existing literature [12]. One area that still requires attention is the inhibiting factors in the implementation of village development, especially in the context of ecotourism-oriented programs. Research by Kumar et al. [13] identified the obstacles faced in the development of ecotourism in three villages in Kesamben District, and this research is important to fill the gaps in the existing analysis and provide further insight into the challenges faced in the field.

In addition, community participation in village development is also an area that requires further research [14]. Although research by Wahida et al. [15] shows that community participation in Sidorejo Village is quite high, there is still a need to explore more deeply how cooperation between the village government and the community can be improved. This study shows that although community participation exists, the space and opportunity to be involved in the development process are still limited. Therefore, it is important to identify strategies that can increase community participation in development planning and implementation. The aspects of accountability and transparency in the management of village funds are also an important focus. Research by Ginting et al. [16] assesses accountability and transparency in the management of village funds, but there are still many villages that have not implemented these principles effectively. Further research is needed to understand how accountability can be improved and how transparency in the management of village funds can affect community trust in the village government.

Furthermore, research by Shunglu et al.[17] revealed factors inhibiting the implementation of infrastructure programs in villages, but there is still a lack of in-depth analysis of how these factors interact with each other and influence development success. Further research can help formulate more appropriate policy recommendations to address these obstacles [18]. Finally, although there are many studies discussing various aspects of village development, there is still a need to develop better participatory models in development planning. Research by Lazdins et al. [19] shows that community participation in development planning is still not optimal, so efforts are needed to create a model that is more inclusive and responsive to community needs.

2. Method

This study uses a qualitative method with a descriptive approach. Primary data were collected through interviews with key informants, including the Village Head (VH), Village Secretary (VS), Village Consultative Body (BPD), and members of the community involved in the PKTD program. The Village Head (VH), Village Secretary (VS), and BPD Chair (BPD) provided essential insights into the program's implementation and challenges. Observations were carried out directly at the research location to examine the actual execution of the program. Secondary data were obtained from official documents such as the RPJMDes of Saukang Village 2022-2028 and PKTD activity reports. Data analysis involved data reduction, data presentation, and iterative drawing of conclusions, which were continuously reviewed until valid conclusions were reached. The informants' roles and responses have been coded as follows: VH for Village Head, VS for Village Secretary, BPD for Village Consultative Body Chair, and the community members' responses were grouped according to their involvement in the PKTD program.

3. Result and Discussion

3.1 Results

The communication process in Saukang Village plays a crucial role in the successful implementation of the Village Cash for Work Program (PKTD). Deliberations at the hamlet and village levels serve as the main platform for identifying community needs and formulating the Village Medium-Term Development Plan (RPJMDes), which guides program execution. Despite efforts for two-way communication, challenges remain, such as the limited public understanding of the PKTD program's objectives, stemming from inadequate socialization outside formal forums.

In terms of resources, the program has positively impacted the local community, with 373 workers engaged in various development projects, boosting income and purchasing power. However, some villagers remain underemployed, and technical training for workers has been deemed insufficient, which may hinder the program's long-term effectiveness. The village leadership, particularly the village head, shows strong commitment to the program's success, emphasizing community involvement, transparency, and the efficient use of resources. The bureaucratic structure is also seen as effective, with decisions made through deliberation involving multiple stakeholders, including community leaders and farmer groups. Below is a table summarizing the findings from the interviews with key informants regarding these aspects.

Table 1. Result of Informan Interview

Aspect	Statement	Code
Communication	Communication is carried out through deliberations at the hamlet and village levels to identify community needs. These deliberations resulted in the 2022-2028 Village Medium-Term Development Plan (RPJMDes), which serves as the main reference for program implementation.	VH-1
	The village head prioritizes two-way communication by involving community leaders and hamlet heads to ensure that development proposals truly reflect the needs of the community.	VH-2
	Challenges were identified in the lack of public understanding regarding the objectives of the PKTD program, due to insufficient socialization outside of deliberation forums, such as in places of worship or community gathering areas.	VH-3
Resources	The human resources involved in the program include local craftsmen and workers. For example, in the construction of concrete rebates and irrigation channels, 373 people were employed.	VH-1
	This policy not only provides direct income but also increases the purchasing power of the village community.	VH-2
	However, there are still 304 villagers without permanent jobs, which indicates that a potential workforce has not been fully utilized.	VH-3
	Technical training for workers is considered minimal. The village head acknowledged that some workers still lack sufficient skills, so annual training is necessary to improve workforce quality.	VH-4
Disposition	The village head is highly committed to involving the community directly in the implementation of the program. This is evident in the effort to select workers based on expertise and domicile in the village.	VH-1
	The village head motivates residents to actively participate in the program by providing guidance and direct supervision in the field.	VH-2

Bureaucratic Structure	The support of the Village Consultative Body (BPD) is significant in overseeing program implementation and ensuring that resource allocation is in line with the agreed plan.	BPD-1
	The bureaucratic structure in Saukang Village plays an important role in determining the effectiveness of the PKTD program. The implementation has been in accordance with the procedures outlined in the 2022-2028 RPJMDes.	VH-1
	The implementation structure involves village officials, hamlet heads, and the community. The decision-making procedure based on deliberation is considered efficient because it allows the involvement of various parties, including community leaders and farmer groups.	VH-2
	Deliberation allows the involvement of various parties, including community leaders and farmer groups.	VH-3

Based on the Table 1, several points were obtained in the form of:

3.1.1 Communication

Communication is an important aspect in the successful implementation of the Village Cash for Work Program (PKTD) in Saukang Village. The communication process is carried out through deliberations at the hamlet and village levels. Hamlet Deliberations are held in each hamlet to identify community needs, which are then formulated in Village Deliberations [20]. In 2022, the deliberations produced the 2022-2028 Village Medium-Term Development Plan (RPJMDes), which is the main reference for program implementation. Based on interviews, the village head prioritizes two-way communication by involving community leaders and hamlet heads to ensure that development proposals truly reflect community needs.

However, challenges were found in the form of a lack of public understanding regarding the objectives of PKTD. This is due to the lack of socialization outside of the deliberation forum, such as in places of worship or places where residents gather [21]. Therefore, it is necessary to intensify communication that touches lower levels of society so that understanding of the program's objectives increases.

3.1.2 Resources

Resources are an important factor in the implementation of PKTD, including human, financial, and technical resources. In Saukang Village, the human resources involved in the program include local craftsmen and workers. For example, in the construction of concrete rebates and irrigation channels, 373 people were involved as workers. They received daily wages of Rp95,000 for workers and Rp120,000 for craftsmen. This policy not only provides direct income but also increases the purchasing power of the village community. However, from the data obtained, there are still 304 villagers who do not have permanent jobs. This condition shows that although the PKTD program has a positive impact, there is a potential workforce that has not been fully utilized. In addition, technical training for workers is considered still minimal. The village head admitted that some workers do not yet have sufficient skills so that annual training is needed to improve the quality of the workforce.

3.1.3 Disposition (Attitude and Commitment)

The disposition or attitude of the program implementers, such as the village head and other village officials, plays an important role in the success of the program. Based on the interview results, the village head is highly committed to involving the community directly in the implementation of the program. This can be seen from the effort to select workers based on expertise and domicile in the village. In addition, the village head

motivates residents to be actively involved in the program by providing direction and direct supervision in the field. The support of the Village Consultative Body (BPD) is also significant. They are tasked with overseeing program implementation and ensuring that resource allocation is in accordance with the agreed plan. This disposition results in more transparent management, especially in the use of village funds for community empowerment.

3.1.4 Bureaucratic Structure

The bureaucratic structure in Saukang Village plays an important role in determining the effectiveness of the PKTD program. The implementation of the program has been in accordance with the procedures stipulated in the 2022-2028 RPJMDes. The village government formed an implementation structure involving village officials, hamlet heads, and the community. The decision-making procedure based on deliberation is considered efficient because it allows the involvement of various parties, including community leaders and farmer groups.

3.2 Discussion

In terms of improving the village economy, the village government has done the following: Construction of concrete slabs, irrigation channels, and bridges has increased community accessibility to public facilities. Irrigation channels, for example, help increase agricultural output in the village, which is the main livelihood for 343 local farmers. In addition, the construction of farm roads has facilitated the distribution of crops, which were previously hampered by poor infrastructure conditions. PKTD provides direct employment to hundreds of residents with competitive daily wages. This increases people's purchasing power and reduces unemployment. This program rekindles the spirit of mutual cooperation among village communities. Direct involvement in development increases a sense of ownership of the infrastructure being built. From all of that, there are several obstacles obtained from the program, namely Limited Socialization, Program socialization is mostly done through formal deliberations, so that several community groups, such as women and young people, are less actively involved. Lack of Technical Training, Although annual technical training has been held, the scope and quality of training are considered still lacking. This affects productivity and work efficiency. The last is Coordination Constraints which result in Fragmentation of the bureaucratic structure causing delays in the implementation of several projects.

4. Conclusion

This study reveals that the success of the Village Cash for Work Program (PKTD) in Saukang Village is influenced by several key factors, including communication, resources, disposition (attitude and commitment), and bureaucratic structure. First, although communication through deliberation forums at the hamlet and village levels is effective, challenges remain due to the lack of public understanding about the program's objectives. This is caused by insufficient socialization outside of the formal deliberation forums, such as in places of worship or community gathering spots. Therefore, efforts should be made to expand communication and ensure that all layers of society are involved. Second, human, financial, and technical resources play a vital role in program implementation. The program provides direct income to the community and increases purchasing power, but there are still villagers who have not been fully involved, particularly those without permanent jobs.

Additionally, the limited scope and quality of technical training remain a challenge in improving the workforce's skills. Third, the disposition or attitude of program

implementers, such as the village head and village officials, greatly supports the smooth implementation of the program. The village head's commitment to directly involving the community, along with the support of the Village Consultative Body (BPD), contributes to the transparency and accountability of village fund usage for community empowerment. Fourth, the existing bureaucratic structure is generally supportive, although coordination issues lead to fragmentation in the implementation of certain projects, causing delays.

5. Declaration

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