



RESEARCH ARTICLE

Does Rural Development Enable Community Empowerment? Evidence from Village Fund in Indonesia

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ARTICLE INFO	ABSTRACT
<p>Received: Jul 1, 2024 Accepted: Jul 27, 2024 Published: Aug 19, 2024</p>	<p>This research examines the key determinants of community empowerment within human resource management (HRM) frameworks, with a specific focus on determinants such as Village Officer Responsiveness (VORI) and Community Participation (CP). From the perspective of human resource management in the public sector, the role of VORI in influencing CP is very important to optimize public service delivery and encourage community involvement. Likewise, the dynamics of CP will highlight effective strategies for increasing local governance effectiveness and community empowerment. The research applied a survey method for data collection and uses quantitative descriptive analysis. The research sample consisted of 75 from 301 villages in Banyumas Regency, which were selected through a multistage random sampling approach to ensure proportional representation. Through a quantitative analysis of extensive survey data, this study evaluates the impact of VORI, CP, and additional factors including Village Officer Quality (VOQ) and Village Origin Revenue (VORP) on community empowerment outcomes. The findings of this study indicate that VORI and CP emerge as the most significant drivers of community empowerment, surpassing the influence of VOQ and VORP. These findings underscore the indispensable role played by responsive local officers and engaged communities in fostering empowerment under the village fund scheme. In conclusion, the study emphasizes the critical importance of managing responsive village officers and promoting active community participation as foundational elements for empowerment programs. It suggests that policymakers prioritize these aspects and guide resource allocation decisions, in line with HRM principles. This approach not only increases (VORI) and encourages (CP), but also provides input for strategic HRM interventions aimed at improving the effectiveness of public service outcomes.</p>
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INTRODUCTION

Various emerging economies, such as Indonesia, are concerned about rural development. The Village Fund program is an Indonesian government project providing financial aid to rural areas for infrastructure and economic development. This initiative has been in operation for several years and is seen as a promising method for addressing the difficulties confronting rural areas across the

country. However, the COVID-19 pandemic has presented new challenges to rural communities worldwide, and it is critical to understand how government programs such as the Village Fund have responded. The Village Fund initiative has been viewed as a potential solution to tackling the issues encountered by Indonesian rural communities. The initiative, which has been implemented in numerous villages around the country, provides financial aid to rural communities for the development of infrastructure and economic activity. The COVID-19 pandemic, on the other hand, has presented new obstacles to rural communities, and it is critical to understand how the Village Fund program has responded to these challenges.

The Village Fund program aims to enhance community participation in economic institutions by tapping into local wisdom and economic potential resources, which is exemplified by the case of Sambak Village in the Kajoran District of Magelang Regency, Central Java (Sulaiman, et.al, 2023). Furthermore, the implementation of the Village Law, specifically Law Number 6 of 2014, has been instrumental in fostering village independence, thus enabling villages to manage their socio-economic institutions autonomously in line with community needs and resources. This kind of law has significantly contributed to the development of villages, spurring job creation, business growth, and ultimately, community self-reliance (Faheem, 2023).

Rural development is a multifaceted notion that includes economic growth, social development, and environmental sustainability (Ahmadi et al, 2023). Community empowerment is an essential component of rural development because it allows rural residents to take ownership of their development and become active agents of change. The ability of communities to access resources, engage in decision-making, and take charge of their development has been identified as a fundamental driver of rural development.

Due to the implementation of the 2014 Village Law, which provides critical rural socioeconomic benefits, community empowerment has gained a lot of attention in contemporary rural development policies in Indonesia. Over the last five years, the central government's allocation of village funding for rural development has climbed from IDR 623.1 billion in 2015 to IDR 796,3 billion in 2021, totaling IDR 5,205.5 billion. Six years ago, Indonesia had a poor population of roughly 17.89 million people, but by the beginning of 2020, that figure had reduced to 15.26 million. This poverty level represents 9.57% of the poverty incidence in Indonesia (Ministry of Finance, 2022).

Community empowerment is an effort to develop self-reliance and community welfare through rural development programs oriented to improving rural people's capacity and utilizing local resources. The process of empowering individuals and groups within a community to take charge of their development and become active agents of change is referred to as community empowerment. This can be accomplished through a variety of approaches, including expanding access to resources, encouraging participation in decision-making, and developing self-governance capacity.

The ability of individuals and groups within a community to access resources and participate in decision-making is an important facet of community empowerment. According to the World Bank (2018) study, expanding access to resources and encouraging decision-making can lead to better social and economic results for individuals and communities. This is reinforced by UNDP research, which indicated that community empowerment can lead to improved health and education outcomes, as well as higher economic growth (UNDP, 2018).

Another important aspect of community empowerment is the building of capacity for self-governance. According to Lohani & Aburaida (2017), this includes the ability of individuals and groups within a community to set their priorities, make decisions, and take action to achieve their goals. This can be achieved through a variety of means, including through the development of community-based organizations and the promotion of active citizenship.

Community empowerment initiatives are a critical intervention in the COVID-19 pandemic to safeguard rural areas from the socioeconomic effects of the global health crisis. Globally, the COVID-19 epidemic has had a tremendous impact on rural populations. The viral outbreak has had far-reaching effects on rural areas, especially in terms of economic and social well-being. The epidemic has had a significant impact on rural communities' livelihoods. Many rural populations rely significantly on agriculture and small businesses, both of which have been severely harmed by the pandemic. Many rural villages have been unable to market their products due to lockdowns and travel restrictions, resulting in a decrease in income and increased hardship (Yamin et al., 2023). Furthermore, the epidemic has disrupted supply lines, making it harder for rural populations to obtain the resources they use to manufacture their commodities.

The pandemic of COVID-19 has had a tremendous influence on rural development. The epidemic has disrupted rural economies and food systems, causing increasing poverty and food insecurity in many rural communities, according to a study by Mueller et al. (2021). The epidemic has also had an impact on rural infrastructure, with many rural development projects being halted or delayed. Furthermore, the epidemic has made it harder for rural people to access key services such as healthcare and education, compounding already existing inequities. The research also emphasizes that the epidemic is likely to have long-term effects on rural development and that governments and international organizations must move quickly to assist rural areas.

Increased community empowerment investment is one strategy to continue the rural development process, and there has been substantial research on the importance of community empowerment in rural development (Yudarwati & Gregory: 2022; Markantoni et.al: 2018; Zikargae et.al: 2022; Sianipar et.al: 2023). Several research on village funding in Indonesia showed inconsistent evidence of rural development outcomes (Arifin et.al.: 2020; Nugroho et.al.:2022; Ronaldo & Suryanto, 2022). Village funds, for example, provide people with fewer opportunities to participate in village-owned enterprises (Arifin et.al., 2020), and empowerment projects ((Nugroho et.al., 2022). Other studies revealed that village funds have a potential instrument for rural people's empowerment (Ronaldo & Suryanto, 2022; Rahmawati, Dewi, & Mardiah, 2021).

Although there has been extensive research on community empowerment in the context of village fund implementation in Indonesia (Yudarwati & Gregory: 2022; Markantoni et.al: 2018; Zikargae et.al: 2022; Sianipar et.al: 2023), there is a notable gap in studies addressing this issue post-COVID-19 under human resource management (HRM) perspective. This gap offers an opportunity to investigate how the pandemic has influenced community empowerment efforts. We argue that during health crises, rural community empowerment projects are influenced by socioeconomic factors, community capacity, and village government management capacity. The interaction between these elements is essential in addressing rural challenges, especially during global health crises.

This article examines post-pandemic rural community empowerment initiatives, focusing on socioeconomic variables, community capability, and village government management capacity. It highlights the importance of collaboration between village governments and communities to overcome socioeconomic burdens and effectively utilize village funds for empowering rural populations. By providing practical and theoretical insights into the evolving dynamics of rural development, this research aims to guide policymakers and practitioners in implementing effective strategies for rural people empowerment under the framework of HRM. In the future, this study suggests exploring different models of collaboration between village governments and communities to identify best practices for overcoming socioeconomic challenges and enhancing the impact of empowerment initiatives.

LITERATURE REVIEW

Rural development and community empowerment are two concepts that have been extensively discussed in previous literature and are interrelated. The relationship between the two, particularly in the context of the COVID-19 pandemic, requires further investigation.

According to Rappaport (1987), community empowerment is a process by which individuals and communities gain control over significant aspects of their lives. In rural settings, empowerment is frequently interpreted as granting people control over resources and life-altering decision-making processes (Kabeer, 1999).

According to Vanclay (2003), rural development is a complex process that involves enhancing the quality of life and economic conditions in rural areas. Although rural development theory frequently focuses on economic factors, such as increasing productivity and incomes, it also incorporates social and political aspects, such as community participation and gender equality (Bock, 2016).

Aligning these two notions, Zimmerman (2000) argues that community empowerment is a multidimensional process involving both individual and communal control over their lives. Chambers (1983) argues that rural development is focused on enhancing the quality of life of rural communities by expanding their access to resources and opportunities.

Narayan (2002) offers an additional definition of community empowerment as the enhancement of the assets and capacities of individuals and communities to participate in, negotiate with, exert influence over, and control institutions that affect their lives. In this context, the implementation of village funds can be viewed as a mechanism for empowering and enabling rural communities to participate in the development process through the provision of resources and opportunities.

Research on the impact of village funds on community empowerment in Indonesia has produced diverse findings. For instance, Antlov, Anna, and Eko (2018) found that while village funds have helped improve public infrastructure and services, their impact on community empowerment, particularly in terms of participation in decision-making processes, remains unclear.

The literature on rural development and community empowerment has recently focused on the importance of human resources. In this context, human resources encompass not only the number of people available for employment, but also the essential aspects of their abilities, expertise, and capacities within rural communities and local governance systems.

Sutiyo and Maharjan (2017) highlight the significance of human resource development in ensuring the successful execution of rural development projects. They contend that the ability of local leaders and community members to strategize, implement, and oversee development projects has a substantial impact on the results of these programs. This viewpoint is consistent with previous research conducted by Chambers (1983), who emphasized the significance of developing local capabilities as a fundamental element of rural development.

Training in skills, knowledge transfer, and capacity building are all included in the concept of human resource development in rural areas, which goes beyond formal schooling. According to Steiner and Atterton (2015), investing in human capital can strengthen the ability of rural communities to withstand and adjust to changes in economic and social environments. According to their research, the presence of highly developed human resources leads to a higher level of creativity, entrepreneurship, and overall vitality within a community.

According to Antlöv et al. (2016), the effectiveness of decentralization and local autonomy policies in Indonesia is closely tied to the competence of individuals working at the village level. They contend

that capacity building initiatives for village officials and community leaders are crucial for effectively converting augmented financial resources, such as those offered by the Village Fund, into concrete development results.

In addition, Winters et al. (2018) examine the difficulties associated with human resource development in rural regions, such as the occurrence of the "brain drain" phenomenon, which involves the migration of highly trained persons to urban areas. Targeted initiatives aimed at retaining and attracting talented workers to rural regions are seen essential for ensuring sustained rural development.

Existing literature indicates that human resources have a crucial impact on the process of community empowerment and rural development. This statement highlights the need of regarding human resource development as a fundamental component of rural development strategies, specifically in relation to initiatives such as the Village Fund in Indonesia.

In addition, Aspinall (2014) demonstrates that the implementation of village funds in Indonesia is frequently hindered by corruption and a lack of administrative capacity. This suggests that despite the fact that village funds have the potential to support community empowerment, their effectiveness can be affected by other factors.

Both of these processes have been significantly impacted by the COVID-19 pandemic. According to a report by UNDP (2020), the pandemic has exacerbated inequality and diminished rural communities' access to resources. However, the pandemic has also spurred innovation and adaptation, including the establishment of village funds in a number of countries (ADB, 2020). In the context of rural development, the pandemic has created new challenges and opportunities, according to the World Bank (2020).

Using village funds as one of the resources to combat the COVID-19 pandemic, the COVID-19 pandemic in Indonesia has prompted an innovative village-level response. According to a report by BAPPENAS (2020), a number of Indonesian villages have utilized village funds to support community health initiatives and provide economic assistance to affected villagers. This demonstrates that village funds continue to be an essential resource for empowering rural communities to face the new challenges posed by the pandemic.

In addition, a number of studies have been conducted to evaluate the efficacy of village funds in the context of the COVID-19 pandemic in Indonesia. For instance, research conducted by Wicaksono and Yuliana (2021) revealed that village funds have the potential to strengthen community participation in the development process and improve the quality of life in rural areas, despite implementation challenges. A study by Irawan et al. (2021) demonstrates that village funds can increase rural communities' access to health services and infrastructure, and have a positive effect on people's well-being during a pandemic.

It should be noted, however, that the implementation of village funds faces a number of challenges and obstacles. Corruption in the use of village funds, which has become a national and international concern, is one of the greatest obstacles. According to a study by Nurhadi (2021), corruption remains a significant issue in the implementation of village funds in Indonesia, reducing their effectiveness in promoting rural community empowerment.

Overall, the implementation of village funds in Indonesia during the COVID-19 pandemic has demonstrated a great capacity to empower rural communities and improve economic and social conditions in rural areas. However, challenges and obstacles such as corruption must be overcome for the implementation of village funds to have the greatest possible effect on rural communities. In order to ensure the success of village funds in supporting rural development and community

empowerment in Indonesia, it is crucial that their implementation is continuously evaluated and enhanced.

Although research on the implementation of village funds in the context of rural development and community empowerment in Indonesia has been extensive, very little is known about how the COVID-19 pandemic has affected the implementation of village funds and community empowerment. This study has the potential to make a significant contribution to closing gaps in the literature. In addition, other research demonstrates that the effectiveness of village funds is contingent on a variety of factors, such as the capacity of the village government and community participation in the use of village funds (Haning & Tahili, 2018). This research can provide much-needed insight into how the COVID-19 pandemic has impacted efforts to empower rural communities in Indonesia, given the significant impact of the pandemic on the economy and people's welfare. As a result, this research has the potential to make a significant contribution to the literature in this field and can serve as a foundation for enhancing and evaluating the implementation of village funds in Indonesia.

METHODOLOGY

This research employs a survey method for data collection. Banyumas Regency comprises 301 villages distributed across 27 sub-districts, each characterized by diverse geographical conditions and varying village typologies. To ensure a representative sample, the sampling process was conducted in several stages, utilizing a multistage random sampling approach. Given the extensive geographical coverage of the research area, the initial step involved cluster sampling drawn from the study population.

Among the 27 sub-districts, they were categorized into 7 regions based on their proximity to the government center in Purwokerto, specifically: South Banyumas, Southwest Banyumas, West Banyumas, Central Banyumas, North Banyumas, Sub-Urban, and City Regions. A selection of 15 sub-districts was made to effectively represent the entire population. Subsequently, simple random sampling was employed within these 15 sub-districts to determine the number of villages to be included as samples, employing the Slovin technique. Considering the total of 301 villages, with a 10% margin of allowance and a 95% confidence level, the resulting sample size amounted to 75 villages.

We have four variables in this study. They are as follows:

1. Village Community Empowerment (VCE): This variable serves as the dependent variable in the research. It quantifies the level of community capacity to actively participate in utilizing the outcomes of village fund-financed rural development programs. Typically, it is measured through a composite index or scale, combining various indicators that gauge the extent to which communities are engaged in tangible actions. This measurement involves assessing the involvement of community members in local projects.
2. Village Government Responsiveness (VORI): This variable functions as an independent variable in the study. VORI represents the willingness and ability of the village government to engage with the community and share power in the decision-making process. To measure VORI, researchers typically employ a survey to assess the extent to which the village government actively seeks community input, responds to community concerns, and collaborates with community members in policy formulation and project implementation.
3. Community Participation in the Decision-Making Process (CP): CP is another independent variable in the research. It signifies the active involvement of community participants in

the village deliberative process and their capacity to influence decisions. Measurement of CP involves evaluating the extent to which community members are engaged in local governance activities, such as public meetings, consultations, and committees, as well as their ability to shape policy choices and project priorities. This variable is often assessed through surveys, interviews, or direct observation of community participation.

4. Village Original Income (VORP): VORP is an independent variable that represents the revenue generated from assets owned by the village. Researchers typically calculate this variable by aggregating income from various sources, such as agricultural activities, land rentals, local enterprises, and grants. VORP is used to assess the financial resources available to the village and its potential impact on community empowerment. It can be measured quantitatively through financial records and reports provided by the village government.
5. Quality of Village Officials (VOQ): VOQ is an independent variable that captures the educational background and training experiences of village officials. To measure this variable, researchers collect data on the educational qualifications of village officials, including their level of education and relevant training programs attended. The objective is to evaluate the qualifications and capacity of village officials, as this may influence their ability to effectively engage with the community and promote community empowerment. VOQ is typically assessed through surveys, interviews, or examination of official records.

We used regression analysis to analyze our quantitative data. We sought to understand the determinants of the Village Community Empowerment (VCE) within the context of local governance. We examined the influence of several independent variables: Village Government Responsiveness (VORI), Community Participation in the Decision-Making Process (CP), Village Original Income (VORP), and Quality of Village Officials (VOQ). The study collected data from a representative sample of villages, employing surveys, and official records to measure these variables.

We hypothesize that the factors shaping community empowerment consist of Village Government Responsiveness (VORI), Community Participation in the Decision-Making Process (CP), Village Original Income (VORP), and Quality of Village Officials (VOQ) emerged as a significant and positive contributor to VCE. This hypothesis underscores the critical role of responsive local governance in fostering community empowerment. Communities where village governments actively engage with residents, share decision-making power, and respond to their needs tend to exhibit higher levels of empowerment. Additionally, Village Government Responsiveness (VORI), Community Participation in the Decision-Making Process (CP), Village Original Income (VORP), and Quality of Village Officials (VOQ) are expected to have a strong positive impact on VCE. Communities with active and influential participation in local governance activities are more likely to experience greater empowerment. This hypothesis highlights the importance of inclusive governance and participatory decision-making processes in enhancing community empowerment within the context of local governance.

RESULTS

The regression results show that the Village Officer Quality (VOQ) and the Village Origin Revenue (VORP) variables are not statistically significant. In contrast, the Community Participation (CP) variable is significant at $\alpha = 5\%$, and Village Officer Responsibility (VORI) is significant at $\alpha = 10\%$. The combination of four variables (VOQ, VORP, VORI, CP) has a significant joint influence at $\alpha = 1\%$, as shown by the statistical F value. The coefficient of determination value of 0.7953 identifies that the selection of the four independent variables is in a good category, where the four independent

variables contribute to the variation in changes in the dependent variable (empowerment) of 79.53%.

Table 1: Result of regression analysis

	b*	Std. Err.	b	Std.Err.	t	p-value
Intercept			0.260627	0.152194	1.712.470	0.091367
Village Officer Quality (VOQ)	0.060724	0.056505	0.000161	0.000150	1.074.671	0.286321
Village Office Responsiveness (VORI)	0.166433	0.088655	0.163065	0.086861	1.877.311	0.065765*
Village Origin Revenue (VORP)	-0.002497	0.056276	-4.012.629	0.000000	-0.044367	0.964742
Community Participation (CP)	0.758617	0.088709	0.729884	0.085349	8.551.729	0.0000***

Note: *** = Significant at $\alpha = 0.001$, * = Significant at $\alpha = 0.1$

The interpretation of the signs and regression coefficients is as follows:

1. Village Officer Quality (VOQ): The VOQ variable positively affects community empowerment. Although this positive effect exists, it is not statistically significant. In other words, while the quality of village officers appears to contribute positively to empowerment, the magnitude of this effect does not reach statistical significance.
2. Village Officer Responsiveness (VORI): In contrast, the VORI variable demonstrates both a positive and statistically significant contribution to community empowerment. This finding aligns with a strong correlation (0.7583) between empowerment and RPD, suggesting that higher responsiveness from local government officials significantly fosters community empowerment.
3. Village Origin Revenue (VOR): The VOR variable appears to have a negative impact on empowerment, but this effect is not considered statistically significant. Thus, despite the observed negative association, it is deemed not to have a substantial impact on community empowerment.
4. Community Participation (CP): In the case of the CP variable, it exerts a positive and highly significant influence on community empowerment. This observation is consistent with a robust correlation (0.8829) between empowerment and KM, indicating that greater community participation substantially enhances the level of empowerment.

Overall, these findings emphasize the nuanced relationships between the examined variables and community empowerment. While some variables exhibit positive effects, their significance levels differ, underscoring the importance of considering statistical significance alongside the magnitude of the impact. Additionally, variables like VOR, despite showing an apparent negative impact, are not statistically influential. This analysis provides valuable insights into the multifaceted dynamics influencing community empowerment.

DISCUSSION

The results of this study have significant implications for the promotion of community empowerment within the context of local governance. Notably, Village Officer Responsiveness (VORI) and Community Participation (CP) emerged as critical factors influencing community empowerment. Understanding the significance of these factors can guide policymakers, local authorities, and organizations in designing effective strategies for fostering empowered and engaged communities.

The findings underscore the importance of responsive local government officials. Village officers who actively engage with and listen to community members are better positioned to facilitate empowerment processes (Indra et al., 2022; Setyowati et al., 2024). By prioritizing training and capacity-building programs for village officers to enhance their responsiveness, some studies have confirmed that communities can benefit from improved local resource management and increased participation in decision-making (Antlov, Anna, and Eko, 2018; Kabeer, 1999).

The significance of Village Officer Responsiveness (VORI) and Community Participation (CP) in influencing community empowerment cannot be overstated. VORI, as revealed by this study, is pivotal in bridging the gap between local governance institutions and community members. When village officers are responsive to the needs, concerns, and aspirations of their communities, it fosters a sense of trust and collaboration. This, in turn, empowers community members to actively engage in local decision-making processes, knowing that their voices are heard and their inputs valued. Some studies also report that responsive village officers can act as catalysts for positive change, facilitating the implementation of community-driven initiatives that align with local priorities (Aspinall, 2014; Darmi et al, 2023; Altassan et al., 2023).

Community Participation, as highlighted in this research, is equally essential for empowerment. Actively involving community members in governance and decision-making processes not only empowers them but also strengthens the social fabric of the community. When individuals have opportunities to participate and contribute to their community's development, it not only bolsters their sense of ownership but also fosters a collective sense of responsibility. This can lead to more sustainable and inclusive development outcomes, as community members are invested in the success of their initiatives (Wicaksono and Yuliana, 2021; Hariyadi et al, 2024; Sulaiman et al., 2024).

Moreover, the implications of these findings extend beyond the immediate realm of community empowerment. They carry relevance for policymakers and practitioners worldwide who seek to build resilient and engaged communities. By recognizing the significance of VORI and CP, stakeholders can design interventions that prioritize these factors, ultimately contributing to more inclusive governance structures and sustainable community development. These insights have confirmed some studies finding that the village government management capacity determines the effectiveness of community empowerment programs (Aspinall, 2014; Haning & Tahili, 2018; Nurhadi, 2021; Bhuiyan et al., 2024).

Furthermore, the research highlights the value of community participation. Active involvement of community members in governance and decision-making processes not only contributes to empowerment but also strengthens the sense of ownership and responsibility for community development. Encouraging and facilitating community participation should be a central focus of empowerment initiatives.

The implications of this study extend beyond the specific context investigated here. The importance of VORI and CP in community empowerment can inform similar initiatives in different regions and settings. These findings provide actionable insights for policymakers and practitioners striving to promote inclusive governance and sustainable community development.

In conclusion, this research has illuminated the critical role of Village Officer Responsiveness and Community Participation in community empowerment within the framework of local human resource management. These findings offer practical guidance for enhancing community

empowerment initiatives and building stronger, more engaged communities. Future research should delve deeper into the nuances of these factors and explore their interactions with other contextual variables, further advancing our understanding of community empowerment dynamics.

CONCLUSION AND IMPLICATION

Based on our results, the research findings reveal the factors influencing community empowerment in the context of HRM. The study shows that Village Officer Responsiveness (VORI) and Community Participation (CP) play pivotal roles in promoting community empowerment. While Village Officer Quality (VOQ) and Village Origin Revenue (VORP) were found to be less significant, they still exhibit certain influences on community empowerment.

These findings underscore the importance of fostering responsive local government officials and encouraging active community engagement. Policymakers and practitioners should prioritize strategies that enhance VORI and CP, recognizing them as key drivers of empowerment. Human resource management practices should take VORI into account to optimize resource allocation and program adjustments at the rural government level.

The research findings hold significant implications for both policy and practice in the realm of community empowerment and HRM. Firstly, the study underscores the pivotal role of Village Officer Responsiveness (VORI) and Community Participation (CP) in fostering community empowerment. Policymakers should prioritize strategies that enhance the responsiveness of local government officials and encourage active community engagement. This entails allocating resources, providing training, and implementing capacity-building programs to equip village officers with the skills necessary to engage effectively with communities.

Secondly, the research emphasizes the need for data-driven decision-making in community development. Regular assessments of the quality of village officers' interactions and the levels of community participation can guide resource allocation and program adjustments. Furthermore, the study highlights the importance of considering the local context when designing empowerment interventions. Tailoring strategies to the specific needs and dynamics of each community is crucial for success.

Lastly, the research findings underscore the significance of collaborative initiatives. Given the multifaceted nature of community empowerment, partnerships between government agencies, civil society organizations, and local communities can enhance the effectiveness of empowerment programs. Additionally, the insights gained from this study can provide valuable cross-cultural lessons, potentially guiding similar initiatives in different regions or contexts. Overall, the research offers actionable insights that can inform decision-makers and practitioners striving to promote community empowerment and inclusive governance.

In summary, the research findings underscore the critical importance of Village Officer Responsiveness (VORI) and Community Participation (CP) in promoting community empowerment. To advance inclusive governance and community development, it is recommended that policymakers and practitioners prioritize strategies aimed at enhancing these two factors. This includes providing HRM intervention such as training and capacity-building programs for village officers to improve their responsiveness and fostering an environment that encourages active community engagement.

Additionally, a context-specific approach should be embraced, recognizing the uniqueness of each community and tailoring empowerment strategies to their specific needs and dynamics. Collaboration among government agencies, civil society organizations, and local communities should be promoted to harness diverse perspectives and resources in the pursuit of community

empowerment. Future research can delve deeper into the nuances of Village Officer Quality (VOQ) and Village Origin Revenue (VORP), while also exploring the multi-dimensional nature of empowerment.

Practical implications of this study suggest that stakeholders can work towards fostering empowered and engaged communities, ultimately contributing to more inclusive governance and sustainable community development. By actively involving community members in the decision-making process, stakeholders can ensure that diverse perspectives are considered, resulting in more equitable and effective outcomes. In addition, this effort can increase community resilience, build social capital, and improve long-term rural economic economy. By applying inclusive and participatory approaches, stakeholders can create an environment where communities are better equipped to address their needs and challenges, thereby leading to sustainable improvements in quality of life and overall well-being.

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