

VILLAGE GOVERNMENT MOTIVATION IN EMPOWERING VILLAGE COMMUNITIES IN VILLAGE DEVELOPMENT IN LALANG VILLAGE, MEDANG DERAS DISTRICT, BATU BARA REGENCY

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Abstract

Rural community empowerment is a strategic instrument for participatory and sustainable village development. Village government plays a central role as the prime mover in motivating residents to engage actively in development. This study aims to analyse the form and manifestation of village government motivation in empowering communities, identify the factors influencing this motivation, and assess the implications of village government motivation on the success of village development in Lalang Village, Medang Deras Sub-district, Batu Bara Regency. The study uses a qualitative descriptive approach with a case-study method. Data were obtained through in-depth interviews, participatory observation, and documentation involving the Village Head, village officials, community leaders, and beneficiary residents. Data were analysed using the interactive model of Miles and Huberman, supported by triangulation. The findings show that the motivation of village government emerges from a combination of intrinsic and extrinsic motivation. Intrinsic motivation is reflected in the sense of responsibility, the commitment to public service, and the pride of village officials in advancing the village. Extrinsic motivation arises from policy support, social recognition, leadership of the Village Head, and the availability of work facilities. Driving factors include participatory leadership, clear task division, capacity building, and community support. Inhibiting factors include limited official competence, high administrative burden, uneven community participation, and local socio-political dynamics. Government motivation indirectly influences village development through the quality of empowerment processes, namely awareness raising, capacity strengthening, and empowerment. Strong motivation among officials promotes higher community participation, institutional consolidation, and the rise of local economic initiatives.

Keywords: Village Government Motivation; Community Empowerment; Village Development; Community Participation; Rural Governance

INTRODUCTION

Village development in Indonesia has undergone a paradigm shift since the enactment of Law Number 6 of 2014 concerning Villages (Republic of Indonesia, 2014). This regulation provides a legal framework for villages to autonomously manage assets, finances, and community empowerment. The central government has also allocated Rp 71 trillion in Village Funds for the 2025 fiscal year for all villages in Indonesia (Ministry of Finance of the Republic of Indonesia, 2024), prioritizing community empowerment and development based on local needs. This scale of policy and budget support positions village governments as the primary driving force of village development.

Community empowerment is a key approach to modern village development. Empowerment goes beyond physical development but also encompasses awareness-raising, capacity-building, and empowerment of residents (Tampubolon, 2024; Soetomo, 2018). The essence of empowerment is transforming residents from passive positions into development actors with the capacity to make decisions, manage resources, and maintain the sustainability of community initiatives. In this context, the motivation of village government officials is a crucial variable influencing the quality of the empowerment process.

Previous studies on village community empowerment have tended to focus on citizen participation or the impact of Village Funds on infrastructure (Anisa, Noor, & Nugroho, 2024; Wahyu, Susanti, & Rahmat, 2024; Rochdati & Achyani, 2025). Studies that examine village officials' motivations in detail, using Herzberg's framework that distinguishes intrinsic and extrinsic motivation (Yulianto & Pratama, 2024), and exploring their implications for the quality of the empowerment process, are relatively limited. This approach to officials' motivation is crucial because the success of empowerment depends not only on budgets and regulations, but also on the commitment of those implementing it in the field.

Lalang Village, Medang Deras District, Batu Bara Regency, was chosen as the research location. This village implements various empowerment programs, ranging from Village-Owned Enterprises (BUMDes), MSME training, farmer groups, Posyandu/PKK (Integrated Family Welfare Program), to labor-intensive programs. This varied program mix makes this village a representative example for examining how officials' motivation is translated into concrete empowerment strategies.

Based on this background, this research aims to address three issues. First, to analyze the forms and manifestations of village government motivation in empowering communities. Second, to identify the factors driving and inhibiting this motivation. Third, to examine the implications of village government motivation for successful village development. The novelty of this research lies in the application of Herzberg's framework to the context of coastal village officials in North Sumatra, while simultaneously tracing the causal chain from official motivation to the quality of empowerment and the success of village development.

RESEARCH METHODS

This research uses a descriptive qualitative approach with a case study method (Nurhayati, Apriyanto, Ahsan, & Hidayah, 2024; Mulyana et al., 2024). The qualitative approach was chosen because the research focused on understanding the dynamics of implementer motivation, community perceptions, and the chain of influence on the empowerment process. The research location was purposively selected in Lalang Village, Medang Deras District, Batu Bara Regency, North Sumatra Province. The research area schematic is presented in Figure 1. The research was conducted from March to May 2025.

Skema Wilayah Penelitian: Desa Lalang (representatif, tidak berskala)



Figure 1. Scheme of the research area of Lalang Village, Medang Deras District, Batu Bara Regency

Informants were determined through purposive sampling based on their direct involvement in the implementation of the empowerment program. The composition of informants is presented in Table 1. Data collection was conducted using three complementary techniques: in-depth interviews, participatory observation, and documentation (Sari, Aprisilia, & Fitriani, 2025). The documentation study included the Village Work Plan (RKPDDes), Village Budget (APBDDes), Village-Owned Enterprise (BUMDes) profiles, PKK/Posyandu activity reports, and village deliberation minutes. Data analysis was conducted using the Miles and Huberman interactive model. Data validity was maintained through source and technique triangulation.

Table 1. Composition of Research Informants

No	Informant	Roles in Village Empowerment and Development
1	Lalang Village Head	Policy authority holder and primary motivator for civil servants
2	Village Secretary and Village Officials	Program implementer and coordinator of empowerment activities
3	Village-Owned Enterprise (BUMDes) Management	Manager of formal institution-based village economic activities
4	PKK Chairperson and Integrated Health Post (Posyandu) Cadres	Implementer of family welfare and health activities
5	Community Leaders and Youth Organizations	Driver of youth participation and hamlet social dynamics
6	Beneficiary Residents	Assessor of the impact of empowerment programs

Source: Processed by researchers (2025).

RESULTS AND DISCUSSION

Village Government Profile and Empowerment Program

Lalang Village has a comprehensive government structure, consisting of a Village Head, Village Secretary, Head of Affairs, Head of Section, and Hamlet Head. Empowerment programs are supported by the Village-Owned Enterprise (BUMDes), the Family Welfare Movement (PKK), Integrated Health Posts (Posyandu), farmer groups, and the Youth Organization (Karang Taruna). This institutional structure places Lalang Village in a relatively good position to implement structured empowerment programs. The distribution of empowerment program types is shown in Figure 2.

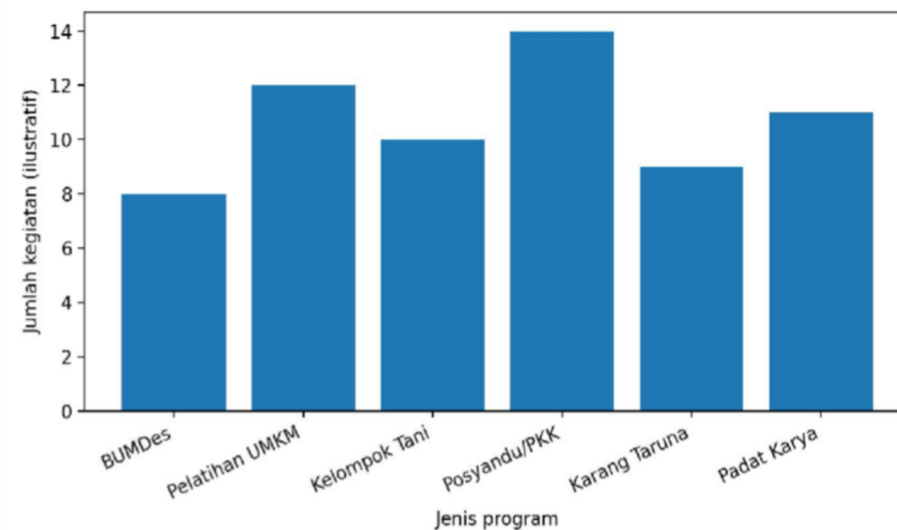


Figure 2. Distribution of the number of empowerment activities according to program type in Lalang Village

The program distribution pattern shows that Posyandu/PKK has the highest frequency of activities (14 activities), followed by MSME training (12), labor-intensive programs (11), farmer groups (10), Karang Taruna (9), and BUMDes (8). This composition reflects the orientation of village policies that prioritize family empowerment and the micro economy. The relatively small role of BUMDes in terms of the number of activities indicates room for strengthening village economic institutions in the future.

Forms and Manifestations of Village Government Motivation

Interview results indicate that the motivation of Lalang Village officials is formed from a combination of intrinsic and extrinsic motivation, in line with Herzberg's two-factor concept. Intrinsic motivation is reflected in three main aspects. First, a sense of responsibility for the progress of the village as the official's birthplace or residence. Second, a commitment to service rooted in social values and a desire to provide benefits. Third, professional pride as village officials playing a strategic role in public service (Yulianto & Pratama, 2024).

Extrinsic motivation stems from four sources. First, policy support from the central and regional governments, including Village Funds and Village Law regulations. Second, social recognition from the village community for the role of officials. Third, the Village Head's leadership, which promotes a participatory approach and is open to input. Fourth, the availability of work facilities and infrastructure, although still limited compared to ideal needs.

Motivation is manifested in concrete actions by officials, including proactively preparing the Village Work Plan (RKPDDes), inviting residents to hamlet meetings, assisting village-owned enterprises (BUMDes) in developing business plans, coordinating PKK and Posyandu activities, and liaising between residents and the sub-district government. These activities demonstrate motivation that goes beyond minimal compliance with formal duties.

Factors Driving and Inhibiting Motivation

The factors driving employee motivation come from four areas. First, the participatory leadership of the Village Head, who delegates authority and values staff initiative. Second, a clear division of tasks within the work structure, so that each employee understands their functional responsibilities. Third, capacity building through technical guidance from village facilitators and district-level training. Fourth, community support fosters a sense of acceptance of employee work. These driving factors align with Yulianto and Pratama's (2024) study on the relationship between organizational culture and village employee work motivation.

Inhibiting factors were also identified in four areas. First, limited employee competency, particularly in mastering digital administration and modern financial management. Second, the high administrative burden due to multiple reporting requirements to the district and provincial governments, which can take time away from direct empowerment activities. Third, unequal community participation, particularly the limited involvement of youth groups. Fourth, local socio-political dynamics, which sometimes create tensions between groups and hinder consensus in village deliberations.

Implications of Motivation on the Empowerment Process and Outcomes

Village government motivation has an indirect impact on village development, but rather through the quality of the empowerment process, which encompasses three stages: awareness, capacity building, and empowerment (Tampubolon, 2024). During the awareness stage, motivated officials are able to explain policy needs and Village Fund opportunities to residents in a way that they can understand. During the capacity building stage, motivated officials facilitate MSME training, assist farmer groups, and consistently mobilize Posyandu (Integrated Service Post) cadres. During the empowerment stage, officials facilitate residents' self-management of ongoing economic and social activities, ensuring initiatives are not stalled when direct village government support decreases.

The trend in citizen participation in village agendas from 2022 to 2024 is presented in Figure 3. The pattern of increasing participation in Village Development Planning (Musrenbangdes) (62 percent to 74 percent) and Gotong Royong (55 percent to 66 percent), as well as increased participation in MSME training (28 percent to 41 percent), demonstrates the significant contribution of official motivation to the quality of empowerment.

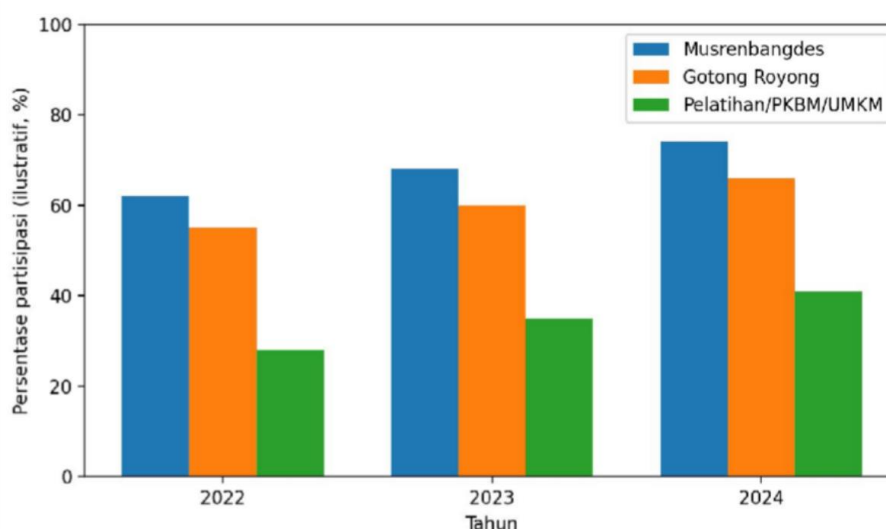


Figure 3. Trends in citizen participation in village agendas from 2022 to 2024 in Lalang Village

The positive implications of civil servant motivation are multiplied through three channels. The first is increased community participation. The second is strengthening village institutions, reflected in the active participation of village-owned enterprises (BUMDes), the Family Welfare Movement (PKK), and the Youth Organization (Karang Taruna). The third channel is the growth of local economic initiatives, particularly MSMEs that employ women and youth. This synthesis positions civil servant motivation not merely as a supporting factor, but as a determining variable in the quality of empowerment and the overall success of village development.

CLOSING

Conclusion

The motivation of the Lalang Village government in empowering the community is formed from a combination of intrinsic motivation (responsibility, commitment to service, professional pride) and extrinsic motivation (policy support, social recognition, leadership, work facilities). The main driving factors include participatory leadership, clear division of tasks, capacity building, and community support. Inhibiting factors include limited apparatus competence, administrative burden, unequal community participation, and local socio-political dynamics. The motivation of the apparatus has indirect implications for village development through the quality of the empowerment process (awareness, capacity building, empowerment), which is reflected in increased community participation, strengthening village institutions, and the growth of local economic initiatives.

Suggestion

Village governments need to strengthen the intrinsic motivation of their employees through work appreciation, development opportunities, and leadership that values initiative. They also need to expand their capacity building efforts, particularly in the areas of digital administration, Village-Owned Enterprise (BUMDes) management, and empowerment facilitation techniques. Sub-district and district governments should consider streamlining administrative reporting burdens, allowing employees to spend

more time providing direct assistance to residents. BUMDes administrators, the Family Welfare Movement (PKK), and Karang Taruna (Youth Organization) should be encouraged to act as functional partners of village governments in implementing empowerment programs. Further research is recommended, using a comparative study of several villages in Batu Bara Regency, to map best practices in employee motivation management.

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