

## Strengthening the Capacity of Village Apparatus in the Implementation of Public Administration Policies in Pejeng Village, Gianyar Regency

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### Abstract

*This study aims to analyze the strengthening of village apparatus capacity in the implementation of public administrative policies in Pejeng Village, Gianyar Regency. The background of this research lies in the strategic role of village apparatus in ensuring effective and accountable village governance policies, as well as the challenges encountered in the implementation of public administration at the village level. The research employed a mixed methods approach, with data collection conducted through questionnaires administered to 60 village officials, in-depth interviews with 10 key informants, and document analysis. Quantitative data were analyzed using descriptive and inferential statistics, while qualitative data were thematically analyzed to identify patterns in the experiences of village officials in carrying out their duties. The findings indicate that the capacity of village apparatus—including technical competence, regulatory understanding, and managerial skills—significantly influences the effectiveness of public administrative policy implementation. The results also reveal that ongoing training, adequate resource support, and well-structured supervision systems are key determinants of successful implementation. The study concludes that strengthening village apparatus capacity not only improves administrative performance but also reinforces the legitimacy of public policies at the local level. The policy implications emphasize the need for integrated interventions between the district, provincial, and village governments to sustainably enhance the competency of village apparatus.*

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### 1. INTRODUCTION

Public administration reform in Indonesia after decentralization positioned villages as strategic entities in governance and public service delivery. The enactment of Law Number 6 of 2014 concerning Villages granted village governments broader authority in administrative governance, development, and community empowerment. The consequence of this expanded authority was increased demands on the capacity of village officials to implement public administration policies effectively, transparently, and accountably. However, in practice, many villages in Indonesia still face institutional issues, limited human resources, and weak village government administration systems [1,2].

Conceptually, the capacity of public apparatus is understood as the ability of individuals and organizations to carry out government functions effectively through mastery of competencies, resources, and institutional support systems [3]. From a policy implementation perspective, the success of public policy is greatly influenced by

communication factors, resources, disposition, and bureaucratic structure, as stated by George C. Edwards III [4]. This means that without strengthening the capacity of the apparatus at the implementing level, normatively designed policies will not achieve their substantive objectives.

Various previous studies have shown that the implementation of public administration policies at the village level still faces obstacles in terms of technical competence, regulatory literacy, and digital-based administrative governance [5,6]. Studies on village institutional capacity in several regions in Indonesia also found disparities in the quality of village officials, which impacts the low quality of public services and village financial management [7]. Other studies emphasize the importance of ongoing training, supervision systems, and local government support in building village government capacity [8].

However, most of this research focuses on aspects of village financial management, village fund governance, or community participation. Studies specifically integrating public policy implementation approaches with apparatus capacity building within the context of village public administration are still relatively limited, particularly in traditional villages and villages with unique socio-cultural characteristics, such as in Bali. Yet, local social and cultural structures can influence the dynamics of village bureaucracy and the public policy implementation process.

Pejeng Village in Gianyar Regency is a village with strong social, cultural, and historical characteristics, as well as complex administrative dynamics. As part of Bali, which has a strong customary system and communal social structure, the relationship between the village government and the traditional village has the potential to influence the effectiveness of public administration policy implementation. However, empirical studies that examine in depth how village apparatus capacity is strengthened in this context and how these influences public administration policy implementation are still rare.

Based on the literature review (state of the art), there are research gaps in three main aspects: (1) minimal integration of policy implementation theory with capacity building approaches at the village level; (2) limited contextual studies on local culture-based villages in Bali; and (3) lack of analysis that portrays apparatus capacity not only as an administrative variable, but also as a strategic factor in the effectiveness of public policy implementation.

The scientific novelty of this article lies in: first, the use of the Edwards III model policy implementation theoretical framework integrated with the village apparatus capacity strengthening approach as the main analytical variable; second, the testing of this framework in the context of Pejeng Village, Gianyar Regency, which has unique socio-cultural characteristics; and third, the emphasis on the dimensions of village public administration as an arena for policy implementation, not merely on the aspects of village financial management.

Based on the background and research gaps, the problem formulation in this research is: (1) how is the capacity of the Pejeng Village apparatus in implementing public administration policies?; (2) What factors influence the strengthening of the capacity of village apparatus in implementing public administration policies? and (3) What is the relationship between strengthening the capacity of the apparatus and the effectiveness of the implementation of public administration policies in Pejeng Village?

Hypothetically, this study assumes that the higher the level of capacity of village officials as reflected in competence, resource availability, structural support, and quality of policy communication, the more effective the implementation of public administration policies at the village level.

Based on the description, the purpose of this study is to analyze the strengthening of the capacity of Pejeng Village apparatus in implementing public administration policies, identify factors that influence this capacity, and explain the relationship between apparatus capacity and the effectiveness of public administration policy implementation in the context of village government.

**2. RESEARCH METHOD**

**2.1 Research Design and Approach**

This study uses a quantitative explanatory approach with a survey design, which aims to test the causal relationship between strengthening the capacity of village officials and the effectiveness of public administration policy implementation. The explanatory approach was chosen because it allows for empirical hypothesis testing through inferential statistical analysis [9].

Philosophically, this research is based on a positivistic paradigm, where social reality is understood as a phenomenon that can be measured objectively through operationalized indicators [10]. The analysis model refers to the public policy implementation theory of George C. Edwards III, which emphasizes four main variables: communication, resources, disposition, and bureaucratic structure [4], which is integrated with the concept of public sector capacity building [3].

The research was conducted in Pejeng Village, Gianyar Regency, with the analysis unit being village government officials who were directly involved in the implementation of public administration.

**2.2 Population and Sample**

The research population was all Pejeng Village officials, consisting of village officials, hamlet heads, and administrative staff. The sampling technique used was **census sampling** because the population is relatively small and allows all staff to be respondents [9].

**2.3 Variables and Operationalization**

The variables in this study consist of:

1. **Independent Variable (X): Strengthening the Capacity of Village Apparatus**
  - a. Competencies (regulatory knowledge, administrative skills)
  - b. Resources (human resources, infrastructure, technology)
  - c. Training and development
  - d. Institutional support
2. **Dependent Variable (Y): Effectiveness of Public Administration Policy Implementation**
  - a. Quality of policy communication
  - b. Accuracy of administrative procedures
  - c. Service accountability
  - d. Compliance with regulations

The research instrument used a 1–5 Likert scale questionnaire, which had been tested for validity and reliability according to quantitative research procedures [10].

**Table 1.**

**Operationalization of Research Variables**

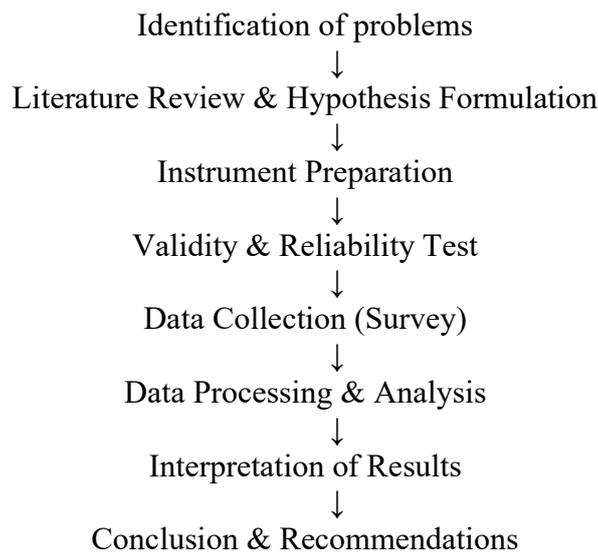
<b>Variables</b>	<b>Indicator</b>	<b>Measuring Scale</b>	<b>Source of Theory</b>
Apparatus Capacity (X)	Technical competence	Liked 1–5	[3]
	Availability of resources	Liked 1–5	[4]
	Training and development	Liked 1–5	[3]

Variables	Indicator	Measuring Scale	Source of Theory
	Structural support	Liked 1–5	[4]
Policy Implementation (Y)	Policy communication	Liked 1–5	[4]
	Procedural compliance	Liked 1–5	[4]
	Accountability	Liked 1–5	[11]
	Quality of service	Liked 1–5	[12]

### 2.4 Research Procedures

The research procedure was carried out systematically and chronologically as follows:

**Figure 1. Research Process Algorithm**



Methodologically, these stages are in line with explanatory quantitative research procedures, which prioritize systematic empirical hypothesis testing [9,10].

### 2.5 Data Collection Techniques

Primary data was obtained by distributing questionnaires to all respondents. Secondary data was obtained from village administrative documents, regulations, and village government reports. The survey method was chosen because it was effective in collecting data on respondents' perceptions and attitudes towards the variables studied [9].

### 2.6 Validity and Reliability Test

Validity testing was carried out using **Corrected Item-Total Correlation**, with the criteria of  $r_{count} > r_{table}$  ( $\alpha = 0.05$ ) [10]. The reliability test uses the coefficient **Cronbach's Alpha**, with a minimum limit of 0.70 as an indicator of good internal consistency [13].

### 2.7 Data Analysis Techniques

Data analysis is carried out through the following stages:

#### 1. Descriptive Analysis

To describe the distribution of respondents' answers in the form of mean and standard deviation [10].

#### 2. Classical Assumption Test

- Normality test (Kolmogorov-Smirnov)
- Multicollinearity test (VIF < 10)
- Heteroscedasticity test

### 3. Simple / Multiple Linear Regression Analysis

Regression model used:

$$Y = \alpha + \beta X + \varepsilon$$

Where:

Y = Policy implementation

X = Apparatus capacity

$\alpha$  = constant

$\beta$  = regression coefficient

$\varepsilon$  = error term

Regression is used to test the influence of independent variables on dependent variables partially or simultaneously [14].

### 4. Hypothesis Testing

- a. Partial t-test
- b. F test (simultaneous)
- c. Coefficient of Determination ( $R^2$ )

The significance level used was 5% ( $\alpha = 0.05$ ) [10].

## 2.8 Data Processing Methods

Data processing was carried out using statistical software (SPSS/SmartPLS). If the model is developed into a latent construct-based structural model, then an approach can be used. **Partial Least Squares-Structural Equation Modeling (PLS-SEM)**, which is suitable for small samples and predictive models [15]. The selection of analysis techniques is adjusted to the number of indicators and the complexity of the model.

## 2.9 External Validity and Research Ethics

This study ensures external validity by using the entire village apparatus population as respondents. Furthermore, the research was conducted while adhering to ethical principles of social research, including informed consent and confidentiality of respondent data [16].

## 3. RESULTS AND DISCUSSION

### 3.1 Respondent Overview

The study involved 38 respondents from all Pejeng Village officials (saturated sampling). The respondents comprised core village officials, hamlet heads, and administrative staff. Most respondents had more than 5 years of service (63.2%), indicating relatively adequate bureaucratic experience in village public administration. This finding is important because service length and administrative experience often correlate with the level of policy implementation capacity [1].

#### 3.1.1 Descriptive Analysis of Research Variables

Descriptive analysis was conducted to see the tendency of respondents' perceptions regarding the variables of apparatus capacity and implementation of public administration policies.

**Table 2.**  
**Descriptive Statistics of Research Variables**

Variables	Mean	Std. Dev	Category
Civil Service Competence	4.12	0.45	High
Resource Availability	3.98	0.51	High
Training & Development	3.76	0.60	High enough
Institutional Support	4.05	0.48	High
Policy Implementation	4.18	0.42	High

The results show that the capacity of Pejeng Village officials is in the high category (mean > 4). Public administration policy implementation is also considered high (mean 4.18). This indicates that, perceptually, officials assess administrative governance as effective. This finding aligns with the concept of public sector capacity building, which emphasizes the importance of competence and structural support in improving policy implementation performance [2].

**3.1.2 Validity and Reliability Test**

All indicators have a corrected item-total correlation value > 0.30 and a Cronbach's Alpha value of 0.89, which indicates that the research instrument is reliable and consistent [3].

**3.1.3 Regression Analysis and Hypothesis Testing**

Linear regression analysis was conducted to test the effect of strengthening the capacity of the apparatus on the implementation of public administration policies.

**Table 3.**  
**Linear Regression Test Results**

Variables	Coefficients (β)	t-count	Say.
Permanent	1.245	2.31	0.026
Apparatus Capacity	0.684	6.87	0.000

R = 0.742

R<sup>2</sup> = 0.551

F = 47.21 (Sig. 0.000)

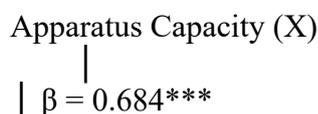
The results show that:

- a. Significance value 0.000 < 0.05 → hypothesis accepted.
- b. The β coefficient of 0.684 indicates a positive and significant influence.
- c. R<sup>2</sup> of 0.551 means that 55.1% of the variation in policy implementation is explained by the capacity of the apparatus.

Thus, the higher the capacity of village officials, the more effective the implementation of public administration policies. This finding supports George C. Edwards III's policy implementation theory, which states that successful implementation is determined by the adequacy of resources, communication, and bureaucratic structure [4].

**3.1.4 5 Visualization of Variable Relationships**

**Figure 2.**  
**Diagram of the Relationship between Apparatus Capacity and Policy Implementation**



▼  
Policy Implementation (Y)  
 $R^2 = 55,1\%$

The diagram shows a strong causal relationship between the independent and dependent variables.

### 3.2 DISCUSSION

#### 3.2.1 Civil Service Capacity as a Determinant of Policy Implementation

The research results show that technical competence and institutional support are the most dominant factors in increasing the effectiveness of public administration implementation in Pejeng Village. This confirms previous studies that stated that capacity building is a primary prerequisite for public administration reform at the local level [5].

In the context of policy implementation theory, policy communication in Pejeng Village has been effective through routine internal coordination among village officials. This condition minimizes policy distortion as explained in the Edwards III model [4].

#### 3.2.2 Dimensions of Resources and Bureaucratic Structure

The findings indicate that the availability of administrative resources and digital technology in villages contributes significantly to the smooth running of public services. This aligns with the argument that adequate resources will improve compliance with administrative regulations [6].

However, the training aspect is still in the “quite high” category, indicating the need for a continuous capacity-building program. Without competency upgrading, the effectiveness of policy implementation has the potential to stagnate [7].

#### 3.2.3 Local Context of Pejeng Village

As a village in Gianyar Regency with a strong socio-cultural structure, the synergy between the formal administrative system and local communal values also strengthens the effectiveness of policy implementation. This context shows that the success of policy implementation is determined not only by administrative factors, but also by local social and cultural legitimacy [8].

This research provides an empirical contribution that the integration between apparatus capacity and local social context strengthens the implementation of public administration policies.

#### 3.2.4 Theoretical and Practical Implications

Theoretically, this research strengthens the integration between policy implementation theory and the concept of capacity building at the village government level. Practically, the research findings recommend:

1. The latest regulation-based administrative training program.
2. Digitalization of village administration services.
3. Strengthening coordination across village institutions.

#### 3.2.5 Discussion Synthesis

Overall, the research results indicate that strengthening the capacity of civil servants is a key factor in the successful implementation of public administration policies in Pejeng Village. This finding is consistent with public administration literature that emphasizes the importance of resources, communication, and bureaucratic structure in policy implementation [4,5].

## 4. CONCLUSION

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This study aims to analyze the capacity building of Pejeng Village officials in implementing public administration policies and to examine the impact of this capacity on the effectiveness of policy implementation. Based on the empirical analysis, this study concludes that the proposed hypothesis is statistically proven: strengthening the capacity of village officials has a positive and significant impact on the effectiveness of public administration policy implementation.

Substantively, scientific findings indicate that apparatus capacity, reflected in administrative competence, resource adequacy, institutional support, and policy communication systems, is a key determinant of successful policy implementation at the village level. In other words, the effectiveness of village public administration is not solely determined by the existence of formal regulations, but by the apparatus's ability to translate policies into bureaucratic practices that are responsive, accountable, and adaptive to the local context.

This study also confirms the relevance of George C. Edwards III's policy implementation model [4], particularly the dimensions of resources and bureaucratic structure, in the context of village governance. The integration of policy implementation and capacity building approaches has been shown to provide a more comprehensive analytical framework for explaining variations in the effectiveness of public administration at the local level.

In the context of Pejeng Village, Gianyar Regency, findings indicate that relatively high apparatus capacity contributes to the creation of effective public administration governance. This situation demonstrates that capacity building is not merely a normative agenda for village bureaucratic reform, but an empirical prerequisite for the success of public policy, as emphasized in modern public administration literature [5].

Theoretically, this research contributes to the development of policy implementation studies at the village level by presenting empirical evidence on the strategic role of strengthening apparatus capacity in enhancing public administration effectiveness. Practically, the research findings emphasize the importance of sustained investment in competency development, institutional support systems, and village administration modernization as part of local governance reform.

Thus, this study concludes that strengthening the capacity of village officials is a key variable that significantly determines the success of implementing public administration policies and is the main foundation for realizing effective, accountable, and sustainable village governance.

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We hope this academic collaboration will continue and become part of a collective effort to encourage a culture of research that is productive, reflective, and impactful for society, as well as strengthen better governance.

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