Strengthening the Competence of Bendoroto Village Apparatus in the Village Apparatus Examination to Support Government Accountability

Eka Setyowati[1], Lita Juniati[2], Santi Bintarawati[3], Wahyu Kawitaning Kinasih[4]
[1,2,3,4] Universitas Waskita Dharma

Article Info	Abstract
   	This community service activity demonstrates that the implementation of a Computer Based Test (CBT)-based village apparatus selection system can strengthen public accountability in the administration of village governance. Through an advocacy approach, the mentoring provided by the Waskita Dharma University Community Service Team contributes to encouraging a more transparent, objective, and accountable selection process, from the planning stage to the evaluation of the exam implementation. In addition, strengthening the competency of prospective village apparatus through CBT-based selection also raises awareness of the importance of responsibility and accountability to the community. Experience in Bedoroto Village, Munjungan District, Trenggalek Regency, shows that the use of technology in the village apparatus recruitment process can be a strategic foundation in realizing professional, accountable, and trusted village governance.

Corresponding Author:
Eka Setyowati
Universitas Waskita Dharma

1. INTRODUCTION

The synergy between universities and village governments is a crucial foundation for the implementation of Waskita Dharma University's Community Service activities. Village governments are the level of government closest to residents' daily activities, allowing them to directly benefit from various policies, services, and development programs. In this strategic position, villages not only perform basic service functions but also manage development budgets and execute government programs that directly address public needs. All of these functions require village officials to possess adequate competence, professionalism, and the ability to keep up with technological developments. Therefore, the capacity of village officials is a crucial factor in determining the success of open, effective, and accountable governance.

Public accountability data through community surveys is an instrument to assess whether government services have been running well. The results of the 2024 Public Satisfaction Index (IKM) Survey for the second semester showed a score of 3.61 on a scale of 4.00, which is categorized as very good [1]. However, the reality on the ground still shows public complaints, especially regarding the recruitment mechanism for village officials, which is often associated with alleged Corruption, Collusion, and Nepotism (KKN) practices. Various news reports regarding the selection of village officials in several regions, such as Blitar ([2]), North Sumatra [3], Lamongan ([4]), and other areas, show a similar trend. A pattern that often appears is the selection of candidates who have family relationships or certain closeness to interested parties, thus raising public doubts about the selection results.

The phenomenon of nepotism in village apparatus recruitment has also attracted academic attention. Hasibuan and Ivanna (2024) found that local power dominance, socio-economic structures, and community culture played a role in encouraging nepotism practices in Cinta Rakyat Village, Namo Rambe District. Research in Serosah Village, Kuantan Singingi Regency,

by Fhisilmi Kaffah (2023) revealed familism and favoritism as the main triggers [5]. Meanwhile, Puansah's (2025) study explained that local power dynamics, patronage culture, and weak oversight were factors that strengthened the emergence of nepotism practices in villages. These findings indicate that the issue of nepotism is not merely a procedural issue, but is closely related to local social and cultural structures [6].

As part of efforts to improve village governance, the government is pushing for improvements in village apparatus recruitment mechanisms. One widely implemented measure is the use of Computer-Based Tests (CBT) in the selection process. The CBT method allows for automated assessments, making grade determination more objective and freer from the influence of certain parties. Test results can be obtained quickly, accurately, and responsibly. The presence of this technology supports the implementation of good governance principles, as the selection process becomes more transparent, easier to monitor, and reduces the opportunity for manipulation. It must, of course, uphold the concept of accountability.

Accountability is closely related to government administration, in the sense that the synonym for accountability can be interpreted as being accountable (r*esponsibility*), blamed (*blameworthiness*), and those with unfreedom (*liability*), and hope can explain it. Accountability is defined as a demand for accountability for the fulfillment of responsibilities assigned to him [7]. Accountability is the responsibility of a person, grou,p or institution that is given tasks and authority by the party that gives the task and authority both vertically and horizontally. Tools in public accountability, explained by Malik Imron (2005,) include strategic plans, performance plans, performance agreements, accountability reports, self-assessments, performance assessments, and management control [8]. If the government institution is of course, accountability is carried out to superiors/leaders and also the people as the holders of the highest powe,r because in Indonesia, it adheres to the principle of democracy. Accountability is closely related to transparency, although the two are different things; they complement each other where accountability and transparency are carried out and implemented, starting from the process of planning activities, policy making, implementation, control, evaluation, and monitoring [9].

In this context, the implementation of the village apparatus exam in Bendoroto Village, Munjungan District, Trenggalek Regency must be designed with the principles of transparency and high accountability to prevent fraud, including the potential for nepotism. Village officials, as public servants, need to understand that information transparency, clear procedures, and accountability are the foundation for building public trust. Through the use of CBT, Bendoroto Village can provide a fairer and more trustworthy selection process. Therefore, collaboration between Bendoroto Village and Waskita Dharma University is crucial to ensure that the need for vacant village apparatus positions can be met with appropriate and quality procedures. However, Bendoroto Village, as the organizer of the village apparatus exam, has not been able to maximize its ability to create standardized questions and must collaborate with partners to ensure the smooth implementation of the village apparatus exam.

The implementation of this community service activity is expected to provide not only short-term benefits, such as improving participants' readiness for exams, but also long-term impacts on improving the quality of village government human resources. Through understanding the use of technology and instilling the value of transparency, village officials are expected to be able to provide more effective public services and gain public trust. Ultimately, this activity is a concrete step in encouraging the digitalization of village government while strengthening more professional, modern, and accountable governance.

2. IMPLEMENTATION METHOD

The method used in implementing this community service is the advocacy method. The method in question is to provide assistance to the community in solving existing problems and then seek the best solution with policymakers in the area [10]. The advocacy method is explained as a form of persuasive communication that can influence public policy, which can be in the form of statements, policies, or calls for action determined by the authorized party to guide or control

the behavior of institutions, communities, and individuals. The model in the advocacy method has several steps:

1. Analysis. Analysis of the initial notice of what will be studied and the figures involved.
2. Strategy. Strategy serves to direct planned activities.
3. Mobilization. Mobilization is a planned supporting activity to facilitate outputs and outcomes in accordance with objectives.
4. Action. Collaborative activities are carried out to ensure the smooth implementation of advocacy assistance.
5. Evaluation. Evaluation is conducted to ensure all steps are successful and produce maximum results.
6. Continuity. Continuity is needed as a continuous *improvement* [11].

Through this method, the Waskita Dharma University Community Service Team assists from start to finish as follows:

1. Preparation. Preparations were conducted through direct assessment and consultation with Bendoroto Village to maximize the agenda of what the community service team would need to accomplish when they took the village apparatus exam.
2. Implementation. Implementation is carried out according to the village apparatus exam schedule.
3. Monitoring and Evaluation. Monitoring and evaluation are conducted after the exam is completed until the decree appointing the selected village officials is issued.

3. RESULTS AND DISCUSSION

1.1. Research Results

Community service activities are carried out according to the following stages:

1. Acceptance of Assistance Applications

The activity began with the receipt of an official letter from the Bendoroto Village Government requesting the community service team to assist in the implementation of the village apparatus test. This request letter serves as the administrative basis for following up on the activity and ensuring that the request for assistance aligns with the institutional mandate. The official letter, dated October 2, 2025, signed directly by the village head, referred to the request as a request for the procurement of exam questions for the appointment of village apparatus in Bendoroto Village, Munjungan District, Trenggalek Regency.
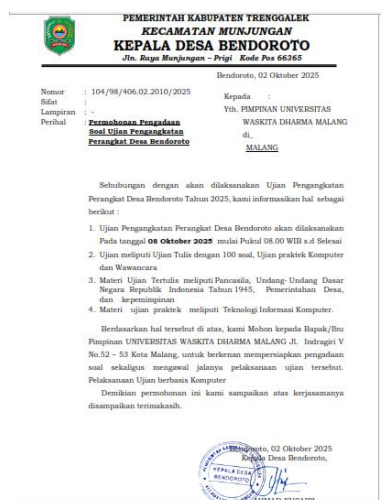
2. Verification and Initial Needs Assessment

The team then conducted an initial verification to determine the scope of mentoring needs. At this stage, the team identified aspects that needed to be strengthened, such as committee readiness, the test format to be used, and the core competencies to be tested on prospective village officials. As requested by Bendoroto Village, the written exam consisted of

Pancasila, the 1945 Constitution of the Republic of Indonesia, Village Government and Leadership, and a practical exam on Computer Information Technology.

3. Internal Team Coordination

Next, internal coordination was conducted to formulate an implementation strategy. Coordination included the division of tasks, the determination of those responsible for the material, the preparation of the test kit, and the determination of the examination method. This stage ensured that all team members understood their respective roles and ensured a structured implementation. The team consisted of the test compilers and the direct implementers of the activity. Before the activity, applicants who passed the selection process were announced by Bendoroto Village, Munjungan District, Trenggalek Regency.

Figure 1 Announcement of Participants Who Passed the Selection

4. Preparation of Implementation Plan and Materials

The team then prepared an activity plan that included a time *schedule*, exam mechanisms, and evaluation formats. Exam materials, exam simulations, and assessment instruments are designed based on village needs and competency standards relevant to the duties of village officials. The exam is structured with a Computer-Based Test (CBT) with questions composed of both written and computer-based practice. The test is tested according to standards, and the assessment is designed so that each question's weight corresponds to the level of competence.

5. Implementation of Bendoroto Village Apparatus Examinations

Core activities include workshops, village government material presentations, exam simulations, and technical guidance. An interactive approach is used to ensure participants understand the content and adapt to the test format. Direct support is provided throughout the selection process. The exam procedure is outlined below:

a. The exam implementation started at 07.00 WIB, starting with remarks from various parties and a brief explanation of the technical regulations for the village apparatus selection exam.

Figure 2. Initial Briefing

b. The next stage is the CBT exam, which consists of written and practical information technology materials. Each candidate will be presented with a computer with pre-determined questions.

Figure 3. Village Apparatus Selection Participants Undergo the CBT Test

c. The next stage is a one-on-one interview with each village official selection exam participant. The interview material relates to each participant's potential and includes a personality test tailored to the position sought in Bendoroto Village.

d. After all the exams are completed, the team assesses the results of all village apparatus selection exam participants, starting with the first written knowledge exam, the second computer practical exam, and the third village apparatus exam. The committee then submits the results to the village apparatus recruitment committee for further review and provides time to appeal any decisions that are not accepted.

Figure 4 Submission of Selection Results to the Village Apparatus Acceptance Committee

6. Monitoring and Evaluation

During the activity, the team monitored the final results of the village apparatus selection test. The team also conducted reflections to assess the effectiveness of the methods implemented and participant responses. Evaluation was conducted through observation, participant feedback, and analysis of simulation results. Evaluation data served as the basis for measuring participant competency improvement. The results provided served as the basis for selection.

Discussion

Based on the results of the community service implementation, a study can be conducted on advocacy and accountability approaches. Through the selection of village apparatus candidates through a CBT-based exam, it is hoped that nepotism will be eliminated. This has been implemented when examined in the advocacy model approach in the advocacy method.Framanik & Rahi Winangsih (2022), there are several steps:

1. Needs Analysis Stage

The initial phase of the activity focused on conducting a baseline analysis of the needs and readiness for the implementation of the village apparatus selection in Bedoroto Village. The Waskita Dharma University Community Service Team conducted a study of the need for exam questions, participant readiness, and the technical conditions supporting the implementation of technology-based exams. This analysis also took into account previous mentoring experience, considering that the village apparatus selection in Bedoroto Village was not the first implementation, but had been mentored in 2024. The results of the reflection on the previous activity became the basis for improving the exam design and refining the mentoring system that will be implemented.

2. Strategy Formulation Stage

Based on the needs analysis, the Community Service Team established a strategy for implementing the village apparatus selection process using an intranet-based Computer-Based Test (CBT). This strategy was chosen to ensure data security, system stability, and minimize dependence on external networks. The implementation of an intranet-based CBT is also considered capable of increasing the objectivity of the assessment, as the correction

process is carried out automatically by the system and the test results can be accessed transparently in accordance with applicable regulations.

3. Resource Mobilization Stage

During the mobilization phase, the Community Service Team coordinated intensively with the Bedoroto Village Government to ensure the readiness of all necessary resources. Village officials were directed to prepare various supporting facilities for the exam, including:

a. Availability of an intranet network with a stable connection and adequate speed.
b. A computer or laptop device that meets the CBT system specifications.
c. A safe and stable electrical system, including the provision of electrical plugs for each participant's device.
d. Anticipate power outages by providing backup power sources, such as UPS or generators.
e. Preparation of a suitable, well-organized, and conducive examination room for the implementation of the selection.
f. Involvement of technical officers from the village who function as local assistants during the activity.

This stage aims to ensure that the exam can run without any significant technical obstacles.

4. Action Level (Implementation)

The action phase is the core of the advocacy activity, namely the implementation of the CBT-based village apparatus exam, which will be held on October 8, 2025. During this phase, the Waskita Dharma University Community Service Team provides direct technical assistance, ensures the CBT system runs according to procedures, and helps resolve any technical issues that may arise during the exam. The entire exam process is conducted in an orderly, objective, and controlled manner to ensure the integrity of the selection results.

5. Evaluation Stage

Following the exam, an evaluation was conducted through a joint meeting between the Community Service Team and the Bedoroto Village Government. The evaluation focused on technical aspects of implementation, the effectiveness of the CBT system, and any obstacles and challenges that arose during the activity. The results of this evaluation served as recommendations for future improvements and development of the village's official selection system.

6. Program Continuity Level

To ensure the sustainability of its activities, the Waskita Dharma University Community Service Team and the Bedoroto Village Government have agreed on a further form of collaboration, outlined in a Memorandum of Understanding (MoU). This collaboration aims to strengthen synergy in the areas of village apparatus selection assistance, capacity building for village officials, and the development of information technology applications in village governance. With this collaboration, the community service activities are expected to be more than temporary, but rather a sustainable program with long-term impacts.

The implementation of assistance for the selection of Bendoroto Village apparatus exams can be reviewed from the study of accountability theory. Accountability generally refers specifically to financial accountability, but this is a narrow perspective, in a broader perspective accountability is interpreted as a commitment of legal managers (experts) to explain the responsibilities that have been carried out, by conveying, reporting and explaining all forms of activities that have been carried out or not yet carried out as part of the task with all their rights and obligations [12]. The principle of accountability is the existence of a joint commitment between superiors and subordinates in an institution, the existence of a system that regulates binding implementation of accountability according to applicable regulations, the existence of a level of output and outcome achievement, the existence of a direction according to the expected vision, mission and goals, being honest, objective, transparent and innovative as an effort to improve management [13].

Realizing the principle of public accountability is something that must be done in realizing this democratic state. The public wants to know what the government is doing in accordance with what should be legally and formally valid and in accordance with what society expects [14]. Utilization of information technology in the selection process, such as the use of test-based examsComputer Based Test(CBT), can be seen as an effort to strengthen public accountability [15]. CBT allows the exam process to be more measurable, transparent, and minimizes subjectivity. Exam results can be obtained quickly and accurately, and reduce the opportunity for score manipulation [16].

In the context of Bedoroto Village, the implementation of CBT for the selection of village officials is not merely technical assistance, but as part of building good accountability to the community, so that those selected are the right candidates and can carry out the mandate that has been given. Through the initial stages that have been accompanied until the end by all levels of society starting from Babinsa (Village Guidance NCOs from the Indonesian Army) and Bhabinkamtibmas (Public Security and Order Guidance Officers from the Indonesian National Police), Community Leaders, and the committee elements themselves also strive to ensure that the accountability of the selection of village officials does not occur nepotism.

Public accountability is needed to guide so that village officials who have been selected based on this selection can be responsible for carrying out their duties to improve the village. Village officials who pass the selection are those who have high grades, good integrity, and positive performance potential. The values of accountability in the selection process for Bendoroto Village officials are also reflected in the transparency implemented, namely that the implementation is carried out in front of the village office, where every community can monitor and see for themselves. The implementation of the CBT-based selection system in Bedoroto Village, Munjungan District, Trenggalek Regency, is one of the strategic steps in strengthening village governance that is more responsible, transparent, and trusted by the community.

4. CONCLUSIONS

The community service activities carried out by the Waskita Dharma University Community Service Team in Strengthening the Competence of Bendoroto Village Apparatus in the Village Apparatus Exam to Support Government Accountability in Bedoroto Village, Munjungan District, Trenggalek Regency are an effort to find potential village employee candidates who can help the village in serving the community. A village apparatus is not only seeking after academic abilities, but also how complex competencies, because the village community comes from various circles and backgrounds.

Through the village apparatus exam, conducted intranet-based*Computer Computer-Based Test* (CBT) is expected to be a step towards implementing public accountability in Bendoroto Village amidst widespread news reports of nepotism in village employee recruitment in Indonesia. Through accountable village official selection, the hope is to select village employees who can help the village become a self-sufficient community.

The advocacy approach was chosen for this activity because it facilitated the Waskita Dharma University Community Service Team in mobilizing village officials, especially the assigned selection team. This mentoring also served as a step to strengthen village governance as part of a positive step towards transparent and accountable village governance.

The results of the implementation of the activity demonstrated that the use of CBT minimized the potential for subjectivity and non-transparent practices in the selection process. The structured, technology-based examination system, supported by clear procedures, made the assessment process more measurable and accountable to the public. This had a positive impact on increasing public trust in the village government, as the community saw that the village apparatus recruitment process was carried out openly, fairly, and based on competency.

Overall, the community service experience in Bedoroto Village demonstrates that the application of information technology in the village apparatus selection process, if well designed and supported, can be an effective instrument in supporting the realization of professional and accountable village governance. Therefore, the CBT-based village apparatus selection mentoring model implemented by Waskita Dharma University has the potential to be replicated in other villages as part of a sustainable effort to strengthen transparent, accountable, and trusted village governance.

5. ACKNOWLEDGMENTS

6. BIBLIOGRAPHY

[1] S. I. A. P. Pemerintahan, "Laporan Hasil Survei Kepuasan Masyarakat Tahun 2024," 30 April 2025. [Online]. Available: https://siapp.setneg.go.id/kategori/2/artikel/37.

[2] A. G. A. Asip Agus Hasani, "Seleksi Perangkat Desa di Blitar Diduga Berbau Nepotisme, Warga Mengadu ke DPRD," 7 Januari 2025. [Online]. Available: https://surabaya.kompas.com/read/2025/01/07/175618978/seleksi-perangkat-desa-di-blitar-diduga-berbau-nepotisme-warga-mengadu-ke?page=all.

[3] H. Sitanggang, "Hasil Seleksi Penerimaan Perangkat Desa Lumban Suhi-Suhi Toruan Ada Aroma Nepotisme," 18 Maret 2024. [Online]. Available: https://www.gosumut.com/berita/baca/2024/03/18/hasil-seleksi-penerimaan-perangkat-desa-lumban-suhisuhi-toruan-ada-aroma-nepotisme.

[4] R. C. Online, "Dugaan Kecurangan Ujian Perangkat Desa Kedungpengaron Kecamatan Modo Layak Disoroti," 2025 Oktober 2025. [Online]. Available: https://www.radarcnnonline.com/2025/10/dugaan-kecurangan-ujian-perangkat-desa.html.

[5] I. D. A. H. A. Fhisilmi Kaffah, "Nepotisme Dalam Pemerintahan Desa: Studi Kasus Penyelenggaraan Pemerintahan diKabupaten Kuantan SingingiTahun 2015-2021," *Nakhoda : Jurnal Ilmu Pemerintahan,* pp. 103-113, 2023.

[6] I. Puansah, "Praktik Nepotisme pada Pemerintahan Desa," *Jurnal Sosial Humaniora dan Pendidikan,* pp. 568-581, 2025.

[7] M. Sawir, Akuntabilitas Organisasi Publik, Sleman: Deepublish Publisher, 2022.

[8] R. d. Nasihudin, Akuntabilitas Kinerja Penelitian, Bandung: UIN SGD Bandung, 2018.

[9] M. F. H. d. D. Mauliana, "Akuntabilitas dan Transparansi dalam pelayanan Publik (Studi Kasus Pelayanan E-KTP di Kantor Kecamatan Tallo Kota Makassar)," *Jurnal Administrasi Negara,* pp. 89-112, 2022.

[10] d. Sugeng Mashudi, "Implementasi Rekrutmen dan Seleksi Perangkat Desa," *Widyabhakti,* pp. 112-116, 2020.

[11] N. A. Framanik and R. N. K. K. N. F. Y. Y. Rahi Winangsih, "METODE ADVOKASI GREEN CAMPUS UNTIRTA," *Journal of Scientific Communication,* pp. 70-88, 2022.

[12] J. Majid, Akuntabilitas Organisasi Sektor Publik, Makassar: Diva Pustaka, 2022.

[13] L. A. N. (LAN), Akuntabilitas Kinerja, Jakarta: Lembaga Administrasi Negara Republik Indonesia, 2021.

[14] M. S. D. Seger and D. T. Alfandy Florian Manuain, Transformasi Administrasi Publik, Kupang: UNDANA PRESS, 2024.

[15] R. Heeks, Implementing and Managing EGovernment, London: SAGE Publications., 2006.

[16] Sedarmayanti, Reformasi administrasi publik, reformasi birokrasi, dan kepemimpinan masa depan, Bandung: Refika Aditama, 2019.

[17] R. Y. H. &. J. Ivanna, "Dinamika Politik Lokal: Nepotisme dan Konflik Internal di Pemerintah Desa," Journal on Education, 2024.