



The Effect of Village Head Leadership on Human Resource Development in Sadasari Village

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Abstract

Purpose: The purpose of this study is to examine the impact of the village head's leadership on human resource development in Sadasari Village, Argapura Subdistrict, Majalengka Regency.

Methodology: This study employed a quantitative approach using multistage random sampling; the total study population was 3,624 people, and a sample of 360 people was obtained. Data were collected via a questionnaire that had been tested for validity and reliability, then analyzed using simple linear regression, the coefficient of determination (R^2), and hypothesis testing, all processed using statistical software.

Findings: The results of this study indicate that the village head's leadership has a positive and significant influence on human resource development. The R^2 test results show an R^2 value of 0.461 %, indicating that 46.1 % of human resource development in Sadasari Village is influenced by the village head's leadership, while the remaining 53.9 % is influenced by other variables not examined by the researcher in this study.

Practical Implication: This study offers practical benefits for village governments and policymakers in enhancing local leadership capacity. Human resource development programs can be successfully implemented when village heads possess strong social capital within their communities. Trust, social networks, and collaboration are crucial for sustainable village development.

Originality/Value: The novelty of this study lies in the use of social capital theory, based on quantitative analysis, to examine the role of village heads and human resource development at the village level.

Keywords: Leadership, Village Head, Human Resource Development

Paper Type: Research Article

Abstrak

Tujuan: Penelitian ini mempunyai tujuan untuk mengkaji bagaimana pengaruh kepemimpinan kepala desa terhadap pembangunan sumber daya manusia (SDM) di Desa Sadasari, Kecamatan Argapura, Kabupaten Majalengka.

Metodologi: Penelitian ini menggunakan pendekatan kuantitatif dengan teknik multistage random sampling, total populasi penelitian adalah 3.624 orang serta diperoleh sampel sebanyak 360 orang. Data dikumpulkan melalui kuesioner yang telah diuji validitas dan reliabilitasnya, kemudian dianalisis menggunakan regresi linier sederhana, koefisien determinasi (R^2), serta uji hipotesis, yang diolah menggunakan metode statistik.

Temuan: Hasil penelitian ini menunjukkan bahwa kepemimpinan kepala desa memiliki pengaruh positif dan signifikan terhadap pembangunan SDM. Hasil uji R^2 menunjukkan bahwa nilai R^2 sebesar 0,461%, yang menunjukkan bahwa 46,1% pembangunan SDM di Desa Sadasari dipengaruhi oleh kepemimpinan kepala desa, sedangkan sisanya 53,9% dipengaruhi oleh variabel lain yang tidak diteliti oleh peneliti dalam penelitian ini.

Implikasi Praktis: Penelitian ini memberikan manfaat praktis bagi pemerintah desa dan pembuat kebijakan dalam meningkatkan kapasitas kepemimpinan lokal. Program pembangunan SDM dapat berjalan dengan baik ketika kepala desa mempunyai modal sosial yang bagus di masyarakat. Kepercayaan, jaringan sosial, serta kolaborasi sangat penting untuk pembangunan desa yang berkelanjutan.

Originalitas/Nilai: Keterbaruan dari penelitian ini adalah penggunaan teori modal sosial berbasis analisis kuantitatif mengenai peran kepala desa dan pembangunan SDM di tingkat desa.

Kata Kunci : Kepemimpinan, Kepala Desa, Pembangunan Sumber Daya Manusia

Jenis Penelitian : Artikel Penelitian

INTRODUCTION

Village development is one of the main focuses of national development in Indonesia, as mandated by Law No. 6 of 2014 on Villages. Village development is not only understood as physical development but also encompasses human development or human resources (HR). The quality of human resources is a key factor in determining the success of village development, as the progress of a region heavily depends on the competencies, skills, and capacity of the community within it (Murialti et al., 2025). In Indonesia, village heads obtain legal-rational legitimacy through a mechanism of direct election by the community, which can then be reinforced by traditional and charismatic factors (Heldi et al., 2021).

This study is grounded in social capital theory as its theoretical framework. Social capital is a theoretical framework for understanding the dynamics of social relationships within society. Putnam (1993) defines social capital as a characteristic of social organizations that encompasses trust, norms, and social networks, which facilitate coordination among individuals with the ultimate goal of achieving shared interests. Social capital is collective in nature and can be reflected in community participation and a sense of trust in social institutions, which ultimately contributes to the effectiveness of development and government performance. Furthermore, Coleman (1990) views social capital as a resource embedded within a structure of social relationships that serves to facilitate individual actions in achieving a goal. According to him, social capital itself is not possessed by individuals but is formed through social relations that subsequently create norms, trust, expectations, and channels of information. In this regard, both Putnam and Coleman position social capital as a strategic factor for fostering social cooperation, although in his theory, Putnam places greater emphasis on the collective dimension of society, whereas Coleman focuses more on the function of social capital in supporting actions undertaken by individuals.

In the context of Sadasari Village, the village head's leadership in human resource development can be considered a key factor when examining existing research. In human resource development, the village head's role extends beyond their capacity as part of the village government; it also encompasses the social capital they possess as a leader. As explained above, strong social capital fosters community trust, encouraging participation in human resource development programs. It is not unlikely that the social capital of the Sadasari village head's leadership could have a significant impact on human resource development in Sadasari Village. Human resource development is one of the obligations that must be fulfilled by the village, as stated in Article 67, Paragraph 2, Point b, which states that the village is obligated to improve the quality of life of the community. The village head is the leader who determines the success or failure of governance and development efforts, particularly

regarding community empowerment and the improvement of human resources within the village. The village head serves as the vanguard of the village's success; thus, it can be said that the village head plays a crucial role in achieving the well-being of the village community (Sa'adiyyah & Nurasiah, 2024).

Damaiyanti (2024), in her study, states that the leadership of the village head – as measured by indicators such as decision-making, the ability to motivate, communication skills, responsibility, and emotional control – is considered effective in improving the quality of human resources in the development of tourism in Kedungpandan Village, Jabon Subdistrict, Sidoarjo Regency. Village head leadership contributes 62.7% to tourism development, while the remaining 37.3% is influenced by other factors. In line with this, based on the research by Bali et al. (2019), the success of human resource development in Junrejo Village was driven by the fact that the Village Head of Junrejo consistently collaborated and worked together with the community in village development, one of which was human resource development to improve community welfare. (Rumbekwan et al., 2021). In the study by Pradana & Sitorus (2020), it was also explained that the village head's leadership influences community participation in village development with an R^2 value of 44.3%, and this study explains that village development is closely linked to human resource development.

In the study by Siahaan & Komariah (2022), it is explained that village heads exhibit a task-oriented leadership style (organizing, directing, supervising) and an employee-oriented leadership style (motivating, involving subordinates in decision-making). Collectively, the leadership of the village head and village officials accounts for 34.7% of the influence; however, the village head's leadership alone does not significantly impact the success of village development, with the remaining approximately 65.3% influenced by other factors such as the budget, community participation, economic conditions, and infrastructure. Thus, the village head's role does not directly contribute significantly to the success of development in Sriamur Village, Bekasi, as while the influence is positive, it is not significant. These differing findings highlight the need for more specific empirical studies within the local context of a particular village. Given these conditions, this study focuses on Sadasari Village, Argapura Subdistrict, Majalengka Regency. Sadasari Village is a farming-based village where the majority of residents work as farmers and agricultural laborers. Since 2022, the Sadasari Village government has implemented various human resource development programs, such as farmer group training, public health services, education on clean and healthy lifestyles, and other social community activities. Therefore, this study aims to answer the question of whether the village head's leadership influences human resource development in Sadasari Village.

In light of the above statement, the author is interested in this topic because they wish to understand the impact of the leadership of the Village Head of Sadasari on human resource development. This is because the village head bears significant responsibilities and plays a crucial role in human resource development, especially since such development is mandated by the Village Law. In this study, the author will use a quantitative approach to measure the impact of the village head's leadership on human resource development in an objective and measurable manner. The quantitative approach was chosen because it can be considered an effective method for addressing research questions that require objective, systematic, and data-driven evidence (Jufri, 2022).

METHOD

This study employed a quantitative approach using a survey model. According to Fraenkel and Wallen in Kurniawati & Rindrayani (2025), survey research allows researchers to obtain broader information on a variable, which can then be generalized to a larger population. In addition, survey research allows researchers to obtain representative and valid information in a relatively shorter amount of time (Groves, 2009). This study was conducted in the village of Sadasari, Argapura Subdistrict, Majalengka Regency, from November 28, 2025, to December 20, 2025. The study population consists of 3,624 people spread across all blocks/hamlets in Sadasari Village, Argapura Subdistrict, Majalengka Regency. From this population, the sample was selected using the Taro Yamane sampling formula with a margin of error of 5% to minimize generalization error, thereby ensuring that the sample truly represents the population.

Based on the above calculation using the Taro Yamane sampling formula with a margin of error of 5%, the value of n was determined to be 360; therefore, the sample size for this study consisted of 360 respondents. The sampling technique used in this study is stratified random sampling, which combines multistage random sampling and cluster sampling. According to Creswell (2014), stratified random sampling is a sampling technique in which the population is divided into strata based on specific characteristics, after which a sample is selected at random from the strata that have been formed. This method is used because the population in the study is heterogeneous, requiring it to be divided into strata beforehand, whereas cluster sampling combines stratified random sampling and cluster random sampling (Meilinda, 2021). Thus, the sample is divided into several classifications: by generation (Baby Boomers, Generation X, Millennials, Generation Z), by gender (male and female), and by neighborhood or block.

In addition, the primary data sources for this study were obtained from questionnaires distributed directly to residents of Sadasari Village, Argapura

Subdistrict, Majalengka Regency. Meanwhile, the secondary data sources for this study were obtained from books, scientific journals related to the research topic, data from population documents of the Sadasari Village Government, the Central Statistics Agency (BPS) of Majalengka Regency, and village regulations. The data collection technique used in this study was a closed-ended questionnaire with a 1–4 Likert scale (strongly agree, agree, disagree, strongly disagree). The scale used in this study consists of 4 points to encourage respondents to choose “agree” or “disagree” (Norman, 2010). Furthermore, the data analysis technique employed was quantitative descriptive analysis, aimed at describing, illustrating, summarizing, and explaining the data constructively. The tests used in this study include instrument validation (validity and reliability tests), classical assumption tests (normality test, heteroscedasticity test, linearity test), simple linear regression analysis, coefficient of determination analysis, and hypothesis testing (f-test and t-test).

RESULT AND DISCUSSION

Instrument Validation Results

1. Validity Test Results

To determine whether the data is valid or invalid, the calculated r value is compared with the table r value for a specific measurement (Sugiyono, 2018). The measurement results can be categorized as follows: if the calculated r value is greater than the table r value, the questionnaire data is considered valid; if the calculated r value is less than the table r value, the questionnaire data is considered invalid. The table r value for testing 30 instruments with 360 respondents, set with a df of -2, is 358. Thus, the table r value is 358, with a two-tailed significance level and a 5% margin of error, which is 0.113.

No	Statement	r Count	r Table	result
Variabel X				
1	The Head of Sadasari Village listened to the opinions and complaints from the community.	0.528	0.113	Valid
2	The Head of Sadasari Village is friendly and open to the community.	0.545	0.113	Valid
3	The Head of Sadasari Village often communicates directly with the community regarding the village's human resource development program.	0.524	0.113	Valid
4	The communication channels of the head of Sadasari Village with the residents are easily accessible (direct communication, meetings, announcements, etc.).	0.482	0.113	Valid

5	Residents believe in what the head of Sadasari Village decided.	0.381	0.113	Valid
6	The community accepts and respects whatever decision is taken by the Head of Sadasari Village.	0.355	0.113	Valid
7	Human resource development programs are clearly explained to the community (such as education programs, farmer group training, posyandu, PHBS education, and free health checks).	0.539	0.113	Valid
8	The Head of Sadasari Village gave directions that were easy for the community to understand about human resource development activities (such as education programs, farmer group training, posyandu, PHBS education, and free health checks).	0.532	0.113	Valid
9.	The Head of Sadasari Village is able to manage and carry out village development and activities well.	0.609	0.113	Valid
10.	The Head of Sadasari Village can direct the community to participate in village human resource development activities.	0.541	0.113	Valid
11.	The Head of Sadasari Village has full authority in making an important decision for the community.	0.424	0.113	Valid
12.	The decision made by the Sadasari Village Head is in accordance with the needs of the community.	0.605	0.113	Valid
13.	The Sadasari Village Head works with outside parties for village development programs (such as human resource development).	0.501	0.113	Valid
14.	The Head of Sadasari Village always invites and provides input so that the community participates in skills improvement activities.	0.553	0.113	Valid
Variabel Y				
15.	People can easily access health services in Sadasari Village.	0.324	0.113	Valid
16.	Health programs held in Sadasari Village (such as posyandu, free health checks, environmental clean-up activities) run regularly and help the community.	0.341	0.113	Valid
17.	Health services for babies (posyandu/immunization) are available and can be reached by the public.	0.312	0.113	Valid

18.	The Head of Sadasari Village supports and always strives for programs for infant health.	0.307	0.113	Valid
19.	Health facilities in Sadasari Village (rooms, health workers, medicines) are complete and adequate for the needs of the community.	0.257	0.113	Valid
20.	Health services in Sadasari Village help improve public health.	0.339	0.113	Valid
21.	People have easy access to formal education services (such as TK, SD, and MTS).	0.289	0.113	Valid
22.	The Head of Sadasari Village encourages and always directs children to go to school.	0.305	0.113	Valid
23.	The community can access non-formal education (such as farmer group training and other skills that support community needs).	0.535	0.113	Valid
24.	The training program organized by the Sadasari Village government is in accordance with the needs of the community.	0.568	0.113	Valid
25.	The training program organized by the Sadasari Village government is able to improve the skills of the community.	0.601	0.113	Valid
26.	The Head of Sadasari Village always supports and encourages the community to participate in community skills improvement programs.	0.556	0.113	Valid
27.	Human resource development programs (such as skills training) contribute to increasing people's incomes.	0.496	0.113	Valid
28.	The community has become more independent with the existence of Human Resource development programs in Sadasari Village.	0.537	0.113	Valid
29.	The Head of Sadasari Village helps people who have not been able to meet their daily needs.	0.591	0.113	Valid
30.	The Head of Sadasari Village creates conditions that can make it easier for the community to meet basic needs or daily needs.	0.560	0.113	Valid

Source: Primary Data Analysis by the Author

2. Reliability Test Results

According to Arikunto, the Cronbach's Alpha formula can be used to calculate reliability (Ghozali, 2018). Reliability testing can be conducted by comparing the Cronbach's Alpha value; if it is greater than 0.60, it can be concluded that the variable is reliable or consistent in measurement.

Reliability Statistics	
Cronbach Alpha	N Of Items
0.882	30

Source: Primary Data Analysis by the Author

Based on the results of the reliability test conducted using IBM SPSS Statistics 26 on 30 research instruments and administered to 360 respondents, the results, as shown in the table, indicate a Cronbach's alpha value of 0.882, which is greater than 0.60. This indicates that the 30 research instruments demonstrate a very high level of consistency.

Results of the Classical Assumptions Test

1. Normality Test

The normality test in this study used the Kolmogorov-Smirnov test, with the criterion that if the asymptotic significance (p) value $> \alpha$, then the data distribution is considered normal. In other words, if the significance level/probability is < 0.05 , the data is not normally distributed, whereas if the significance level/probability is > 0.05 , the data is normally distributed (Pramono et al., 2021).

Information	Value
Sample Size (N)	360
Mean	0.0000000
Std. Deviation	3.81813737
Most Extreme Differences	
- Absolute	0.039
- Positive	0.034
- Negative	-0.039
Test Statistic	0.039
Asymp. Sig. (2-tailed)	0.200

Source: Author's analysis of IBM SPSS 26

Based on the data presented in the table above, the asymp significance level (two-tailed) is $0.200 > 0.05$. The results of the normality test, conducted using the one-sample Kolmogorov-Smirnov test, indicate that the data in this study are normally distributed and satisfy the assumption of normality.

2. Heteroscedasticity Test

A heteroscedasticity test is conducted to determine whether there is unequal variance among the residuals in a dataset. In this study, the heteroscedasticity test was performed using the Glejser test, with the criterion that if the significance value (P-value) is > 0.05 , then it can be concluded that there is no heteroscedasticity. If no signs of heteroscedasticity are present, the analysis can proceed (Mulyadi et al., 2025).

Variabel	B	Std. Error	Beta	t	Sig.
Konstanta	4.637	0.943	-	4.917	0.000
Variabel X	-0.039	0.023	-0.090	-1.713	0.088

Source: Author's analysis of IBM SPSS 26

The data in the table above indicate that the p-value is greater than 0.05 (0.88 > 0.05). Thus, the regression model in this study does not exhibit heteroscedasticity, and the analysis may proceed (Mulyadi et al., 2025).

3. Linearity Test

A linearity test is conducted to determine whether the independent variable has a relationship with the dependent variable (Razali et al., 2022). A linearity test can be performed using analysis of variance (ANOVA). If the significance value (Deviation From Linearity) is > 0.05, then a linear relationship exists; if the significance value is < 0.05, then no linear relationship exists.

Source of Variation	Sum of Squares	df	Mean Square	F	Sig.
Between Groups (Combined)	5002.117	29	172.487	12.100	.000
Linearity	4472.700	1	4472.700	313.764	.000
Deviation from Linearity	529.417	28	18.908	1.326	.129
Within Groups	4704.147	330	14.255	—	—
Total	9706.264	359	—	—	—

Source: Author's analysis of IBM SPSS 26

The results of the linearity test are shown in the table above, where the significance value (Deviation From Linearity) is > 0.05, specifically 0.129 > 0.05. Based on these results, it can be concluded that the relationship between the independent variable (x) and the dependent variable (y) is linear and satisfies the assumption of linearity.

Results of the Simple Linear Regression Test

This test aims to determine whether there is a relationship between the independent and dependent variables in a study, whether that relationship is positive or negative (Harizahayu et al., 2023). Additionally, simple linear regression is a method used to examine the influence of the dependent and independent variables (Syahri et al., 2024).

Model	Variabel	UCB	Std. Error	SC Beta	t	Sig.
1	(Constant)	22.441	1.564	—	14.349	.000
1	Kepemimpinan	.658	.038	.679	17.492	.000

Source: Author's analysis of IBM SPSS 26

The results of the simple linear regression test can be seen in the table. From the table, the constant (a) is 22.441 and the leadership coefficient (b) is 0.658, so the regression equation is $Y = 22.441 + 0.658 (X)$. The constant (22.441) means that if the leadership value is 0, then the human resource development value is 22.441. The leadership coefficient (0.658) indicates that a 1-unit increase in leadership will increase human resource development by 0.658 units, assuming all other variables remain constant. The positive sign indicates that the village head's leadership has a positive effect on human resource development (HRD). Furthermore, as shown in Table 4.6, the beta value is 0.679, indicating that the village head's leadership has a strong influence on human resource development (HRD). The better the village head's leadership, the higher and more significant the HRD development will be; in other words, if variable X increases, variable Y also increases.

Results of the Coefficient of Determination Test

The coefficient of determination test can be used to measure the extent to which the independent variable explains the dependent variable (Cynthia et al., 2022). The coefficient of determination ranges from 0 to 1 (Syahri et al., 2024).

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.679	0.461	0.459	3.823

Source: Author's analysis of IBM SPSS 26

The results of the coefficient of determination test can be seen above; the R-squared value is 0.461, which means that 46.1% of human resource development in Sadasari Village can be explained by the village head's leadership variable. Additionally, the adjusted R-squared value is 0.459; this indicates that even after adjusting for the number of variables in the model, the village head's leadership still explains approximately 45.9% of the human resource development in Sadasari Village. Since the difference between the R-squared and adjusted R-squared values is small, the regression can be considered stable and unbiased. Meanwhile, the remaining 53.9% is influenced by other variables not examined by the researcher in this study.

Results of Hypothesis Testing (F-Test and T-Test)

1. Results of the F-Test (Simultan)

The F-test is a simultaneous hypothesis test for independent and dependent variables (Ghozali, 2021). The F-test can be analyzed using analysis of variance (ANOVA) with the following criteria: if the F-value is greater than 0.05, then H0 is accepted and H1 is rejected, meaning the independent variable has a significant effect on the dependent variable. Conversely, if the F-value is less than 0.05, then H0 is rejected and H1 is accepted, meaning the independent variable does not have a significant effect on the dependent variable.

	Model Source	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4472.700	1	4472.700	305.953	.000 ^b
	Residual	5233.564	358	14.619	—	—
	Total	9706.264	359	—	—	—

Source: Author's analysis of IBM SPSS 26

Based on the results of the analysis of variance (ANOVA) test, the p-value was $0.000 < 0.05$; therefore, H0 was rejected and H1 was accepted, indicating that variable X (village head leadership) simultaneously influences variable Y (human resource development) in Sadasari Village, Argapura Subdistrict, Majalengka Regency.

2. Results of the t-Test (Partial)

A t-test was conducted to determine the extent of the independent variables' partial effects on the dependent variable (Gultom et al., 2024). The regression results were tested at a 95% confidence level or a 5% significance level, with the test criteria determined by the significance value (sig); if $\text{sig} < 0.05$, H0 is rejected, and it can be concluded that the independent variable has a positive effect on the dependent variable. Conversely, if the sig value is > 0.05 , H0 is accepted, and it can be concluded that the independent variable does not have a significant positive effect on the dependent variable (Ghozali, 2018).

	Model Variabel	B	Std. Error	Beta	t	Sig.
1	Constant	22.441	1.564	—	14.349	0.000
1	Variable X	0.658	0.038	0.679	17.492	0.000

Source: Author's analysis of IBM SPSS 26

From the test results in the table, it is evident that the calculated t-value is 17.492 and the p-value is 0.000. Since the significance value is $0.000 < 0.05$, it can be concluded that H0 is rejected and Ha is accepted, meaning that the leadership of the village head has a positive and significant effect on human resource development in Sadasari Village, Argapura Subdistrict, Majalengka Regency.

Analysis of the Impact of Village Head Leadership on Human Resource Development in Sadasari Village, Argapura Subdistrict, Majalengka Regency

This study aims to examine the role of village heads in influencing human resource development. Politically, village heads have legitimacy or rational legal recognition stemming from the mechanism of village head elections; however, according to Weber, leadership legitimacy also derives from tradition and an individual's charisma (Heldi et al., 2021). Consequently, in human resource development, leaders in this case, village heads play a role and exert influence in determining the direction of the human resource development process. Based on the simple regression test, it was shown that the leadership of the village head has a positive effect on human resource development (HRD), with an R-squared value of 0.461 as shown in Table, meaning that 46.1% of human resource development in Sadasari Village is explained or influenced by the leadership of the Sadasari Village Head. However, there are still 53.1% of other influences that were not examined by the researcher in this study; nevertheless, it can be concluded that null hypothesis (H0) is rejected and the alternative hypothesis (Ha) is accepted.

In light of research findings indicating a 46.1% impact on human resource development (HRD), the current Village Head of Sadasari was elected through an interim replacement mechanism (PAW) to succeed the previous village head, who passed away in 2021. The current Village Head of Sadasari, who has served since 2022–2027, previously held a position in the Sadasari Village Government as the village secretary, a role locally known as “ulis” (clerk). Nevertheless, the human resource development (HRD) program implemented by the Village Head of Sadasari continues to yield positive results or impacts on the community, as evidenced by the findings of this study, which indicate that the village head's leadership has a 46.1% influence on human resource development. An R^2 value of 0.461 or 46.1% indicates that the regression model used in this study is sufficiently robust; in social research, a coefficient of determination between 0.30 and 0.60 is generally categorized as representing a moderate to strong influence. Furthermore, this value indicates that the village head's leadership is a significant and substantive variable, though it is not the sole variable influencing human resource development. In other words, the village head's leadership makes a tangible contribution to human resource development, and it can be stated that the higher the level of leadership.

The results of this study also reinforce previous research that demonstrates that village heads have a positive influence on human resource development, as well as on other variables not examined by the researchers in this study. Thus, the political role of village heads who possess authority, decision-making power regarding policies, and legitimacy plays a significant role in community development. Furthermore, in relation to social capital theory, these findings indicate that the better the social capital

built by the village head, the higher the quality of the village's human resources. Furthermore, from the perspective of social capital theory, these findings suggest that the leadership of village heads functions not only as an administrative actor but also as an agent in shaping and driving social capital at the village level. Effective leadership helps enhance community trust in the village head, fosters positive social norms within the village, and builds collaborative networks that can mobilize the community to participate in various village programs, including human resource development initiatives.

Public trust in the village head can encourage the community to actively participate in human resource development programs, whether in the fields of health, non-formal education, or other forms of community empowerment. In this way, the village head's leadership serves as a bridge between the village government and the community (bridging social capital) and can strengthen social bonding at the village level. The results of this study indicate that the leadership of the Village Head of Sadasari is capable of adapting to the heterogeneous social conditions of the Sadasari village community. Additionally, the village head holds formal authority obtained through the democratic mechanism of village head elections; although the current Village Head of Sadasari was initially elected via an interim replacement (PAW), during the subsequent democratic election, the incumbent Village Head of Sadasari was re-elected and has served since 2022. Consequently, the Village Head of Sadasari possesses strong legitimacy, and his leadership aligns with the situational context of Sadasari Village, as described in Fiedler's contingency theory of leadership.

The findings of this study are also consistent with previous research, such as that by Prasetyanti & Kusuma (2020), which found that the success of village development is largely determined by the ability of local leaders to build social capital. Similarly, the study by Khairussalam et al. (2024) states that social capital not only impacts economic or institutional development but also directly influences human resource development. Thus, the leadership of the village head constitutes a form of institutional social capital that has direct implications for improving the quality of life of the community. However, leadership does not entirely determine human resource development, as the results of this study indicate that the leadership of the Sadasari Village Head accounts for only 46.1%, meaning that the remaining 53.9% is also influenced by other factors affecting human resource development. As in the study by Meydiasari et al. (2017), which explains that income, unemployment rates, and government spending on education significantly influence human resource development, with an R^2 value of 96.44%. Consequently, when income is stable, unemployment rates are low, and education spending is high, the quality of human resources will continue to improve.

The Leadership of Village Heads as Local Political Actors

Based on the results of the study, it is evident that the leadership of the Village Head of Sadasari has a positive and significant impact on human resource development. In this context, the village head plays a role in the decision-making process and the exercise of authority, which naturally impacts the lives of the community at the village level. Furthermore, the village head can be regarded as a public policy actor at the local or village level; human resource development programs—such as those in health, education, skill enhancement, and improvements in living standards—constitute concrete forms of public policy designed and implemented under the village head's leadership. Based on previous studies conducted in several villages in China, village heads play a role in mobilizing residents, including mediating political trust by communicating government policies to residents and gathering residents' aspirations to convey to the government. The performance of the village head is crucial in building political trust and determining residents' willingness to trust the government and participate in programs implemented within the village (Xu et al., 2025).

In Sadasari Village, human resource development is not merely viewed as an administrative process but as the outcome of a political process that determines development priorities and resource allocation within the village development program. The R^2 value of 46.1% indicates that the Village Head of Sadasari exerts influence over the human resource development process. The value of 46.1% is not theoretically weak but falls into the moderate category, which certainly concludes that the Village Head of Sadasari plays a substantial and significant role in human resource development. Furthermore, the village head's leadership reflects the exercise of legal-rational power, wherein the village head possesses the authority to direct, mobilize, and influence the community in supporting the human resource development programs that have been designed and implemented. This power takes the form not only of formal orders but also through social relationships between the village head and the community, the communication carried out by the village head, and the community's trust in the village head. Thus, the village head can be said to play not only the role of a village government administrator but also that of a local political actor who determines the direction of human development through the exercise of his power as the highest leader at the village level and the public policies he enacts.

The Impact of Village Heads' Leadership Styles on Human Resource Development in Several Villages

Amid urbanization, migration, and the decline of the collective economy in China, village heads play a role in mobilizing residents, particularly by mediating political trust through communicating government policies to residents and gathering their aspirations to convey to the government. The performance of village heads is

crucial in building political trust and shaping residents' attitudes toward trusting the government and participating in village-level programs (Xu et al., 2025). Thus, village heads indirectly play a role and exert influence in village development, particularly in human resource development. Furthermore, the success of human resource development in Junrejo Village is underpinned by the fact that the Junrejo Village Head consistently collaborates and works in solidarity with the community in village development, particularly in human resource development to enhance community welfare (Rumbekwan et al., 2021). In the study by Pradana & Sitorus (2020), it is also explained that the leadership of the village head has a positive effect on community participation in village development with an R^2 value of 44.3%, and this study explains that village development is closely related to human resource development.

Village head leadership also has a positive impact on human resource development in various villages in the sub-districts of Arma Jaya and Arga Makmur. The study's findings indicate that the implementation of village development is influenced by village head leadership (63.7%), while the remainder is influenced by other factors not examined by the researchers (Kasmanto et al., 2024). These studies indicate that village head leadership exerts influence through their role as village heads. This occurs because village heads maintain social ties with the community, and their role extends beyond purely administrative functions – which are often rigidly defined by structural and bureaucratic systems – thereby limiting the strategic role of the village head. In some villages, it has been observed that village head leadership does not demonstrate any influence on village development, particularly in human resource development. This is because human resource development is more dominated by structural and bureaucratic mechanisms, so village head leadership does not influence human resource development. This can be seen from previous studies indicating that village head leadership does not influence village development.

One example can be seen in a study conducted in Sriamur Village, Bekasi Regency. The results showed that, taken together, the village head's leadership style and the competence of village officials had a significant impact on the success of village development in Sriamur, Tambun Utara, Bekasi Regency, West Java ($R^2 = 34.7\%$). However, when analyzed separately, only the competence of village officials had a significant impact, while leadership style did not have a significant effect on its own. Given this, it can be concluded that a village head who maintains good social relations with the community and exercises leadership not merely in an administrative, structural, or bureaucratic capacity will have a positive influence on human resource development. Consequently, future research examining the impact of a village head's leadership on human resource development is likely to yield similar results.

Theoretical Implications

This study makes a major theoretical contribution to the field of village governance and social capital by presenting empirical evidence that village head leadership significantly influences human resource development at the village level. temuan dari penelitian ini juga mendukung teori modal sosial dari Putnam (1993), dan Coleman (1990), yang mana dalam teori tersebut dijelaskan bahwa kepercayaan, norma, serta jaringan sosial dapat meningkatkan tindakan kolektif serta dapat meningkatkan hasil dari suatu pembangunan salah satunya yaitu pembangunan sumber daya manusia. Furthermore, this study expands upon previous research by positioning village heads not only as administrative leaders but also as local political actors capable of mobilizing community participation through social capital. These findings indicate that effective leadership strengthens trust and cooperation between the village government and the community, thereby contributing to improvements in education, health services, and community empowerment. Therefore, this study enriches the theoretical discussion on the relationship between leadership, social capital, and human resource development in the context of village governance in developing countries.

Practical Implication

The findings of this study have several practical implications for village governments, policymakers, and other stakeholders involved in rural development. First, the significant influence of village head leadership on human resource development indicates that enhancing leadership capacity must be a priority in village governance. Leadership development programs such as training in participatory leadership, strategic planning, communication, and community empowerment should continue to be organized for village heads and other village officials.

Second, these findings indicate that strengthening social capital through the building of trust, community participation, and collaborative decision-making can enhance the effectiveness of village development programs. Village governments should encourage greater community involvement in the planning, implementation, and evaluation of education, health, and skills development programs. Village heads must also continue to build community trust in their leadership; when the community trusts them, development will proceed smoothly because it receives full community support.

Finally, local governments particularly district governments can use these findings as empirical evidence to design policies that support leadership development, strengthen institutional capacity in villages, and implement community-centered development programs. These efforts are expected to contribute to sustainable human resource development and improve the well-being of village communities.

CONCLUSION

Based on the results of a study examining the influence of village head leadership on human resource development in Sadasari Village, Argapura Subdistrict, Majalengka Regency, the findings indicate that village head leadership has a positive and significant influence on human resource development in Sadasari Village. This is evidenced by the results of the t-test, where the significance level (sig.) is < 0.05 . Furthermore, this study indicates that the village head accounts for 46.1% of the influence on human resource development in Sadasari Village, while the remaining 53.9% is attributed to other variables not examined by the researcher in this study. These findings reinforce the theoretical perspective on local leadership, which positions the village head not merely as an administrator of village governance but also as a holder of legal-rational authority and the capacity to mobilize the community. Additionally, these results align with social capital theory, where effective leadership can build and strengthen trust, social norms, and robust social networks at the village level, directly impacting human resource development. This study confirms that the success of human resource development cannot be separated from the quality of village head leadership, who also serve as local political actor.

Research Limitations

This study still has many limitations that need to be addressed in future research; future researchers are advised to include other variables that could potentially influence human resource development from a political perspective, such as leadership legitimacy, political trust, political participation, or power dynamics within the village government. In addition, this study has several limitations. One of them is that this study was conducted only in Sadasari Village, Argapura Subdistrict, Majalengka Regency; it did not make comparisons with other villages. Furthermore, this study used a quantitative approach with a survey questionnaire, which focused on measuring statistical relationships but did not explore the participants' experiences or perceptions in depth.

Recommendations for Future Research

Future research is expected to examine additional political variables that may influence human resource development, such as leadership legitimacy, political trust, political participation, governance quality, and power dynamics within village governments. By incorporating these variables, it is hoped that a more comprehensive understanding of the political factors shaping human resource development at the village level can be obtained. For future research, it is recommended to conduct similar studies in different locations to strengthen the findings of this study. In addition, future studies are advised to expand the scope of research by involving multiple villages or conducting comparative studies. Future researchers are also encouraged to use mixed-methods or qualitative approaches, such as in-depth

interviews and focus group discussions, to gain richer insights into community experiences, perceptions, and the mechanisms through which village head leadership influences human resource development.

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