

Reconstruction Of A Village Human Resource Management Model Based On Transformational Leadership And Local Wisdom In Improving Apparatus Performance

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Abstract

This study aims to reconstruct a village human resource (HRM) management model based on transformational leadership and local wisdom to improve the performance of village officials. The study used a quantitative approach with an explanatory research design. Data were collected through questionnaires from village officials and analyzed using Structural Equation Modeling (SEM). The results indicate that transformational leadership significantly influences official performance, and local wisdom strengthens this relationship. The reconstruction model emphasizes the integration of trust, transparency, fairness, and local culture into the village HRM management system.

INTRODUCTION

Village human resource management is a strategic factor in realizing effective and accountable governance. The challenges of village human resource management are not only administrative but also involve leadership quality and the internalization of local cultural values within the apparatus' work system. In the context of village government, apparatus are not only required to carry out public service functions professionally, but also to be able to build harmonious social relations with the community, uphold the value of trust, and uphold the principles of transparency and justice as the foundation of good governance (Ibrahim, Suhairi, & Asmini, 2024).

As public demands for quality public services at the village level increase, the role of leadership becomes increasingly crucial. Leadership models oriented toward change, empowerment, and strengthening moral values are considered more relevant in addressing the complex dynamics of village bureaucracy. The concept of transformational leadership, as proposed by Burns (1978), emphasizes the importance of leaders in transforming the values, attitudes, and motivations of subordinates to achieve optimal performance. In the context of public organizations, particularly village governments, transformational leadership is believed to encourage apparatus to work not solely based on formal rules, but also on moral commitment and social responsibility (Ibrahim et al., 2024).

However, implementing a village human resource management model that solely adopts a modern managerial approach without considering the local socio-cultural context has the

potential to generate resistance and reduce policy effectiveness. Villages, as social entities, possess unique characteristics imbued with values, norms, and local wisdom deeply rooted in community life. Local wisdom serves not only as a guideline for social ethics but also as a source of values that can strengthen the integrity, loyalty, and work ethic of village officials (Ibrahim et al., 2024). Therefore, integrating local wisdom into the village human resource management system is crucial to ensure more contextual, socially acceptable, and sustainable policies and practices for managing village officials.

Empirical evidence shows that various performance issues persist among village officials, such as low work discipline, weak public service accountability, and limited innovation in village administration. These problems are often influenced by leadership patterns that tend toward an administrative-formalistic approach and the suboptimal internalization of local cultural values in village organizational governance (Ibrahim et al., 2024). This situation underscores the need for a reconstruction of the village human resource management model that focuses not only on structural and procedural aspects but also on strengthening transformational leadership and local wisdom values.

Based on this description, this research is relevant for developing an integrative model of village human resource management, combining a transformational leadership approach and local wisdom as a strategy to improve the performance of village officials. The reconstruction of this model is expected to provide theoretical contributions to the development of public sector human resource management studies, as well as practical contributions for village governments in designing more adaptive, participatory, and value-oriented village official management policies (Ibrahim et al., 2024).

METHOD

This study employed a quantitative approach with an explanatory research design. The population consisted of village officials, using a proportional random sampling technique. The research instrument used a 1–5 Likert scale and was analyzed using SEM. This approach was chosen to empirically test the causal relationship between transformational leadership and village official performance and the moderating role of local wisdom in strengthening this relationship, through testing the measurement model (construct validity and reliability) and the structural model (strength and significance of the influence between variables). The analysis was conducted by ensuring the fulfillment of SEM assumptions, model feasibility (goodness of fit), and path coefficient estimation to obtain a comprehensive picture of the influence mechanism of latent variables in the village HR management reconstruction model.

RESULTS AND DISCUSSION

The research results show that transformational leadership has a positive and significant effect on the performance of village officials. Local wisdom acts as a moderating variable, strengthening this influence. The integration of cultural values into human resource management increases organizational commitment and the effectiveness of public services. These findings indicate that village officials led by a transformational leadership style tend to have higher work motivation, a sense of belonging to the organization, and a readiness to go beyond formal job demands. Leaders who are able to provide role models, inspiration, and individual attention have been shown to encourage officials to work more proactively, adaptively, and responsibly in providing services to the village community.

These results align with the theoretical framework of transformational leadership developed

by James MacGregor Burns and furthered by Bernard M. Bass, which emphasizes that transforming subordinates' values and motivations is key to improving organizational performance. In the village context, the influence of transformational leadership is even stronger when integrated with local wisdom values prevalent in the community. Values such as trust, togetherness, justice, and deliberation strengthen the social legitimacy of leaders and increase officials' acceptance of the direction of change brought by village leaders.

The moderating role of local wisdom demonstrates that the socio-cultural context is not merely a background, but rather an active factor shaping leadership effectiveness. Village officials working in organizational environments that internalize local cultural values tend to have higher affective commitment, thus strengthening the influence of transformational leadership on performance. This confirms that a village HR management model that ignores the cultural dimension has the potential to lose the psychosocial impetus crucial for improving official performance.

Practically, the findings of this study imply that strengthening village leadership capacity needs to be accompanied by systematic efforts to integrate local wisdom into HR management policies and practices, such as through participatory decision-making mechanisms, fair reward systems, and organizational communication patterns based on local values. Therefore, reconstructing a village HR management model that combines transformational leadership and local wisdom can be an effective strategy for improving official performance while strengthening the quality of accountable and service-oriented village governance.

CONCLUSIONS AND SUGGESTION

Reconstructing the village human resource management model requires integrating transformational leadership and local wisdom as the foundation of the apparatus management system. This model contributes to strengthening village governance based on human capital and cultural values, which is oriented not only towards administrative efficiency but also towards building integrity, commitment, and a public service ethos among village apparatus. Research findings confirm that transformational leadership plays a significant role in improving apparatus performance, and this influence is strengthened when supported by the internalization of local wisdom values in HR management practices. Therefore, the development of village apparatus management policies needs to be directed at strengthening leadership capacity, a continuous competency development system, and the institutionalization of values of trust, transparency, justice, and local culture throughout the village HR management cycle, thereby creating sustainable apparatus performance that is responsive to community needs.

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