



Original Article

District Head Management in Community Empowerment in the West Marawola Sub-District Area, Sigi Regency

Maria Lea Frensy Bakarbesy^{1✉}, Rudin M.²

¹Sekolah Tinggi Ilmu Administrasi Pembangunan, 18 Nuri Street, Tanamodindi, Mantikulore District, Palu City, Central Sulawesi 94117, Indonesia

²Universitas Abdul Azis Lamadjido, 36A Dr. Suharso Street, West Besusu, East Palu District, Palu City, Central Sulawesi 94118, Indonesia

Correspondence Author: sakinahmlfb@gmail.com ✉

Abstract:

The objectives of this study are (1) To identify and describe the District Head's management in the community empowerment process in West Marawola District, Sigi Regency. (2) To analyze the form of coordination between the District Head, village governments, and community institutions in supporting community empowerment efforts in West Marawola District. (3) To identify and analyze the supporting and inhibiting factors of the District Head's role in community empowerment in West Marawola District. This research is qualitative in nature with four selected informants. Data collection used observation, interview, and documentation techniques. The data analysis techniques used were (1) Data Collection (2) Data Reduction (3) Data Presentation (4) Verification (5) Conclusion. Based on the research results and analysis conducted by the researcher, it is concluded that: (1) The District Head's management in the community empowerment process in West Marawola District, Sigi Regency is highly strategic and multidimensional. The District Head functions as a coordinator, facilitator, supervisor, and overseer who ensures that community empowerment programs run in accordance with local needs and regional government policies. (2) The implementation of coordination between the District Head and the village government in community empowerment in West Marawola District runs quite effectively. The District Head plays the role of a liaison who directs, facilitates, and oversees the implementation of empowerment programs to align with regency government policies and community needs. (3) Supporting factors in community empowerment in West Marawola District include the active role of village governments, policy support related to village autonomy, the existence of community institutions, and the available natural and social resource potential. However, there are inhibiting factors such as limited human resources, limited budget, low community participation, and weaknesses in coordination among stakeholders.

Keywords: Management, Empowerment, Community.

Submitted	: 23 February 2026
Revised	: 26 February 2026
Acceptance	: 4 Maret 2026
Publish Online	: 5 Maret 2026

Introduction

In the West Marawola District area, various phenomena are still found indicating that the implementation of community empowerment has not been optimal. Several villages are reported to have low levels of community participation in the development planning process. District musrenbang (development planning deliberations), for example, are often only attended by a small portion of community representatives, so that residents' aspirations have not been fully accommodated. In addition, there remains a misalignment between development programs directed by the regional government and the actual needs of the community in the field. Some community groups also feel they have not received adequate information and socialization regarding empowerment programs, whether in the economic, educational, or social fields.

Another phenomenon is the still-limited coordination between the district office and village governments and community institutions. Meanwhile, Permendagri Number 18 of 2018 concerning Village Community Institutions and Village Customary Institutions emphasizes the need for synergy between village governments, community institutions, and district governments in community empowerment. Without strong coordination, many empowerment programs become ineffective, unsustainable, or miss their targets. This is also reflected in the minimal intensive assistance from the district in strengthening community groups such as PKK (Family Welfare Program), youth organizations, and joint business groups, which actually have the potential to become drivers of the local economy in West Marawola.

Sigi Regency in general is currently pushing for accelerated post-disaster reconstruction. However, the success of this program depends greatly on the active role of the District Head as mediator between the community, village government, and regency government. Thus, this research is important to examine how the District Head's role in mobilizing community potential, strengthening local institutions, and encouraging participation in development. Given that regulations have provided broad space for the District Head to act as facilitator, innovator, and driver of development, it is interesting to examine the extent to which these roles are actually carried out in the context of West Marawola District.

Attention to West Marawola District is also relevant because the area has a number of local potentials such as agriculture, plantations, and micro-enterprises that can be developed through empowerment programs. However, without the support of coordination, guidance, and facilities from the district, these potentials are difficult to develop optimally. This is what makes the District Head's role an important focus in this study, especially in the context of post-disaster recovery and sustainable improvement of community welfare.

Management is a process of organizing organizational goals applied in various institutions, whether government, companies, or private institutions. Etymologically, the term management comes from the Latin word *mano* meaning hand and *agere* meaning to do or to move (Rivai & Sagala, 2010). Terry (1986) defines management as a process consisting of planning, organizing, actuating, and controlling in order to achieve goals through the utilization of human resources and other resources. In line with this, Rivai & Sagala (2010) states that management generally encompasses the processes of planning, organizing, directing, and controlling in order to achieve established targets effectively and efficiently.

Management functions according to Terry (1986) include planning, organizing, actuating, and controlling. Planning is the process of setting goals and determining the

steps and resources needed to achieve them effectively and efficiently, including the determination of policies, priorities, time, costs, and persons responsible for activities. Organizing is the process of dividing tasks, establishing working relationships, and grouping activities according to competence in order to create clarity of responsibility and work effectiveness. Implementation or actuating is the effort to mobilize all resources so that the plans that have been drawn up can be realized. [Siagian \(2014\)](#) explains that actuating is the process of encouraging organizational members to work earnestly to achieve goals efficiently and economically. Controlling is the process of monitoring and evaluating the implementation of activities to ensure they remain in accordance with the plan. [Rivai & Sagala \(2010\)](#) emphasizes that supervision aims to ensure the smooth running of implementation and enable corrective action on deviations.

Community empowerment is a development concept that places the community as the primary subject in improving welfare ([Rafie et al., 2024](#)). This approach emphasizes active community participation in planning, implementation, and evaluation of development ([Widodo, 2018](#)). Conceptually, empowerment comes from the word “*daya*” meaning ability or strength, and is thus understood as a process of capacity building so that communities are able to be self-reliant and not dependent on others ([Suryani et al., 2021](#)). Theoretically, empowerment encompasses the dimensions of enabling (creating a conducive climate), empowering (strengthening capacity), and protecting (protecting vulnerable groups), and serves as an important instrument in promoting local independence in regional development ([Fitriani, 2015](#)).

Various studies show that empowerment does not only focus on economic aspects, but also encompasses social, cultural, and political dimensions. Active community participation, strengthening of social capital, and enhancement of local capacity are key factors for program success ([Mustanir & Yasin, 2018](#)). Effective empowerment requires community involvement from the planning stage through to program evaluation ([Windari et al., 2025](#)). The main principles of empowerment include participation, independence, capacity building through education and mentoring, equality and inclusivity, and collaboration between government, community, and other sectors ([Fitriani, 2015](#)).

The success of empowerment can be measured through improved community capacity in managing local potential ([Fitriani, 2015](#)), increased access to resources such as capital and information ([Mustanir & Yasin, 2018](#)), participation in decision-making ([Suryani et al., 2021](#)), the development of economic independence through local businesses, and the strengthening of local institutions. The approaches used include participatory approaches, community education, community-based economy, and cross-sector collaboration ([Fitriani, 2015](#); [Mustanir & Yasin, 2018](#)). Overall, community empowerment aims to increase the capacity, participation, and independence of citizens as a sustainable development strategy ([Suryani et al., 2021](#)).

A number of studies show that the District Head’s position in the practice of community empowerment is more often understood as an executor of bureaucratic functions and a coordinator of cross-village programs, rather than as a strategic managerial actor driving social transformation. Research by [Tampake et al. \(2019\)](#) found that the District Head plays a role as facilitator and coordinator of musrenbang, but empowerment has not been directed toward sustainable capacity building and community independence. Similar findings were conveyed by [Pananginan et al. \(2019\)](#) that the implementation of empowerment has proceeded in accordance with formal

governmental functions, but community participation remains administrative in nature and has not yet achieved substantive involvement in the decision-making process. Furthermore, [Nabella \(2019\)](#) affirms that limited human resource capacity and minimal managerial innovation are obstacles to optimizing the District Head's role within the framework of regional autonomy. [Pinga et al. \(2024\)](#) also shows that cross-sector coordination has been carried out, but has not yet been integrated into sustainable collaborative governance. Meanwhile, [Arifin et al. \(2025\)](#) and [Rarasati et al. \(2023\)](#) reveal that the District Head's participatory leadership contributes to MSME empowerment, but the approach remains sectoral and has not yet built a comprehensive empowerment management system.

Based on these gaps, the novelty of this research lies in the development of an integrative, strategic, and impact-based model of District Head management in community empowerment, through the synergy of participatory planning functions, local institutional organizing, social mobilization, and evaluation of community socio-economic independence. This research presents a managerial construction that is not merely normative-descriptive, but applicative and contextual to the West Marawola District area of Sigi Regency, thereby enriching the study of district governance in Indonesia with a more systemic and adaptive approach.

Methods

This type of research is descriptive qualitative research. The definition of qualitative research is research that describes and depicts existing phenomena, both natural and man-made, paying more attention to the characteristics, quality, and interrelationship between activities. In addition, descriptive research is research that does not provide treatment, manipulation, or alteration of the variables being studied, but rather describes a condition as it is through the methods of observation, interview, and documentation ([Sugiyono, 2013](#)).

Data collection techniques in this study were carried out through several methods. First, observation, which is a data collection technique by systematically observing and recording symptoms or phenomena that occur in the object of research as explained by [Sugiyono \(2016\)](#). Second, interviews, which is a data collection technique through direct question and answer with respondents or face-to-face interviews to obtain in-depth and relevant information related to the research focus ([Muhidin & Abdurahman, 2017](#)). Third, documentation, which is the collection of data through documents related to the research, such as data on the number of community members, the number of sub-district employees, and the number of village office employees, which are used to complement and strengthen the results of observation and interviews.

The data analysis technique in this study refers to the interactive analysis model of [Miles in Faisal \(2010\)](#), which includes several stages. The first stage is data collection, which is the process of gathering various information that enables conclusions to be drawn and actions to be taken. The data obtained is presented in the form of narrative text, matrices, or charts, and then systematically grouped for easy understanding. The second stage is data reduction, which is the process of organizing and simplifying the collected data by sorting, focusing, and summarizing information according to predetermined categories, so as to provide a clearer picture of the research problem.

The third stage is data presentation, which is the process of displaying the reduced data in a structured form so as to facilitate the researcher in understanding the situation that has occurred and formulating the next steps. At this stage, interpretation of the

interview results and field data that have been grouped is carried out. The fourth stage is verification, which is the drawing of preliminary conclusions that are then retested through various techniques such as source and method triangulation, discussion with peers, and member checking, in order to ensure the validity and consistency of the data. The final stage is the drawing of final conclusions, which is obtained after the preliminary conclusions have been repeatedly verified. At this stage the researcher formulates propositions based on the principles of logic, establishes them as research findings, and reports the research results comprehensively by considering both new findings and previously existing findings.

Results

Formation of West Marawola District

West Marawola District is one of the districts under the government of Sigi Regency. Sigi Regency, which was previously part of Donggala Regency, was officially established as a separate regency in 2008, based on Law Number 10 of 2008. With this expansion, West Marawola District became one of the important administrative areas in Sigi Regency. West Marawola District, which was originally part of Marawola District, was separated into its own district following the expansion of Sigi Regency. As a new district, West Marawola had to initiate many development programs, both in the fields of governance, infrastructure, education, and health. The formation of this district demonstrates the government's efforts to bring services closer to the community, by providing opportunities for the district government to manage resources more optimally.

Interview Results

The results of interviews with 4 informants, namely 1 Sub-District Head, 1 Village Head, and 2 Community Figures in West Marawola District, Sigi Regency are as follows:

a. Informant 1 (Sub-District Head)

The District Head plays a very important role in inter-village coordination in the implementation of community empowerment programs. The District Head often invites village heads and community institutions to hold deliberations and discussions regarding development plans. Through good coordination, empowerment programs can be more focused and on target. The District Head ensures that each village has a program that is aligned with Sigi Regency and Provincial policies, and supports the established development priorities.

b. Informant 2 (Village Head)

The District Head's role in terms of coordination is vital, especially in directing empowerment programs at the village level. The District Head is always present at every village deliberation and provides direction related to policies from the regency government. With good coordination, the implementation of programs such as economic empowerment and skills training can run more smoothly. The District Head also often invites us to involve other parties, such as non-governmental organizations, to increase the success of programs.

c. Informant 3 (Community Figure)

In terms of coordination, I feel that the District Head is very proactive. Not only directing but also listening to input from the community. The District Head often suggests that the village cooperate with various parties, both from the private sector and non-governmental organizations, so that community empowerment programs run well and provide direct benefits to residents.

Discussion

The District Head's Role in the Community Empowerment Process in West Marawola District, Sigi Regency

In the District Head's Management in West Marawola District, Sigi Regency, the District Head's coordinative role is evident in efforts to align various community empowerment programs implemented by village governments, regional apparatus, and community institutions. The District Head coordinates development planning through official forums such as district development planning deliberations (*musrenbang*), government coordination meetings, and cross-sector meetings. Through this coordination mechanism, the District Head strives to ensure that community empowerment programs do not run in a partial and overlapping manner.

The coordination carried out by the District Head also encompasses the integration of economic, social, and community institutional empowerment programs. For example, the development of village community economic businesses needs to be synergized with improving human resource capacity and strengthening village institutions. Without good coordination, these programs have the potential to be unsustainable and less impactful in improving community welfare.

Furthermore, the District Head's coordinative role becomes increasingly important given the limited capacity of village apparatus and communities in understanding the regulations and mechanisms for implementing empowerment programs. The District Head plays a role in providing direction and explanation so that every party has the same understanding of the objectives and implementation procedures of the program. Thus, coordination is not only structural in nature, but also substantive, namely building a shared vision and commitment in community empowerment.

In the perspective of decentralized governance that positions the district as a coordination node between levels of government. Normatively, the district functions to coordinate the administration of government and cross-village development so that planning is not fragmentary. Research by [Waruwu & Silalahi \(2020\)](#) shows that the District Head's coordinative capacity influences the consistency of participatory planning, especially in *musrenbang* forums which serve as instruments for integrating village interests and regional apparatus. These findings reinforce the argument that coordination at the district level is a prerequisite for synchronizing empowerment programs so that policy duplication and budget overlap do not occur.

In the implementative dimension, the effectiveness of community empowerment is greatly determined by the District Head's ability to integrate economic, social, and institutional programs systemically. [Lantemona et al. \(2018\)](#) emphasizes that solid horizontal and vertical coordination at the district level contributes significantly to the sustainability of village economic empowerment programs because it promotes integration between improving human resource capacity and strengthening local institutions. Thus, the District Head's role does not stop at procedural arrangement, but encompasses integrative control so that each development intervention has structural continuity.

The District Head's function as a policy facilitator becomes relevant in the context of limited village apparatus capacity. [Fadilah et al. \(2022\)](#) explains that the District Head serves as a regulatory mediator bridging policy interpretation between the regency government and village governments. This role reflects the substantive dimension of coordination, namely ensuring uniformity of understanding regarding the objectives,

mechanisms, and success indicators of programs. In line with this, [Suhardi \(2025\)](#) emphasizes that local leadership capable of building collective vision and collaborative commitment is the main determinant of empowerment success. Therefore, the District Head's coordination practice in West Marawola can be positioned as a policy consolidation mechanism as well as strengthening institutional cohesion in supporting the sustainable transformation of community welfare.

Coordination of the District Head with Village Governments in Supporting Community Empowerment in West Marawola District

Coordination between the District Head and village governments is an important element in the implementation of community empowerment in West Marawola District. The district as a regional apparatus has the task of bridging policies established by the regency government with their implementation at the village level. In this regard, the District Head plays the role of director, facilitator, and overseer of the implementation of empowerment programs in the villages. Good coordination between the District Head and village governments will ensure that community empowerment programs can run effectively, efficiently, and in accordance with community needs.

The District Head plays a coordinative role at the district level by directing and providing explanations regarding policies from the regency government that must be implemented by village governments. The District Head is tasked with conveying information and coordinating activity schedules between villages to create program alignment among villages. As a liaison between the regency government and villages, the District Head must also ensure that community empowerment programs are not only at the planning level, but also at the appropriate implementation level and consistent with local conditions.

The implementation of coordination between the District Head and village governments is one of the key factors in the success of the community empowerment process in West Marawola District, Sigi Regency. The district as a regional apparatus has a strategic role in bridging regency government policies with the implementation of development and community empowerment at the village level. In this context, the District Head acts as coordinator, supervisor, and director for village governments so that the empowerment programs implemented are aligned with regional policies and responsive to community needs.

Structurally, the District Head as a regional apparatus receiving delegation of partial authority from the regent occupies a position as a liaison between policy formulation at the regency level and its implementation at the village level. Research by [McCrea et al. \(2019\)](#) affirms that the effectiveness of rural development is greatly influenced by the capacity of intermediate government actors in aligning supra-village policy agendas with local community needs. These findings reinforce the argument that the District Head's role in West Marawola is not merely administrative, but substantive in ensuring alignment between regional policy and village social reality.

Furthermore, [Melguizo et al. \(2016\)](#) explains that the effectiveness of village governance and the utilization of development resources is greatly determined by the quality of guidance and oversight from supra-village government, especially in the context of decentralization. Structured coordination between the District Head and village governments, including in the form of policy communication, program synchronization, and activity implementation monitoring, becomes an important instrument to prevent policy deviation and ensure accountability of community

empowerment programs.

The success of fiscal decentralization implementation and village-based development programs depends greatly on the effectiveness of vertical coordination between government levels ([Rezza & Simatupang, 2023](#); [Suprpto et al., 2024](#)). Weaknesses in coordination have the potential to cause policy fragmentation and program overlap. Therefore, the District Head's role in aligning activity schedules, facilitating cross-village communication, and ensuring consistency of program implementation in West Marawola District can be understood as a systematic effort to maintain policy integration within the framework of participatory development.

In the perspective of collaborative governance, [Van Den Berg et al. \(2015\)](#) affirms that successful governmental collaboration requires facilitative leadership capable of building effective communication, trust, and commitment among actors. Thus, the District Head's role as coordinator, supervisor, and director at the district level reflects facilitative leadership practices oriented toward synergy between government levels.

Based on the above description, the coordination between the District Head and village governments in West Marawola District can be positioned as a fundamental element in strengthening governance based on multi-level governance. The success of community empowerment is not only determined by the availability of programs and budgets, but also by the quality of coordination, guidance, and oversight implemented consistently, structurally, and responsively to the needs of village communities.

Conclusion

The District Head's role in the community empowerment process in West Marawola District, Sigi Regency holds a highly strategic and multidimensional position. The District Head not only carries out administrative functions, but also acts as coordinator, facilitator, supervisor, and overseer in ensuring that all community empowerment programs are implemented in a directed, integrated manner, and in accordance with local needs and regional government policies. Through intensive coordination with village governments and community institutions, the District Head contributes to the process of planning, implementing, and evaluating empowerment programs that emphasize active community participation and development of local potential. Thus, the District Head holds a key role in driving the realization of an independent, participatory, and competitive community in West Marawola District.

The implementation of coordination between the District Head and village governments in community empowerment in West Marawola District generally runs quite effectively. The District Head functions as a liaison who directs, facilitates, and oversees so that the implementation of empowerment programs remains aligned with regency government policies and responsive to community needs. This coordination is reflected in participatory planning through Village Deliberations (*Musdes*) and Development Planning Deliberations (*Musrenbang*), including in budget management and optimal resource utilization. Nevertheless, challenges are still encountered, particularly related to limited village apparatus capacity and limited available budget. Even so, the synergy built between the District Head and village governments remains an important factor in creating effective, adaptive, and sustainable empowerment programs.

In the implementation of community empowerment in West Marawola District, there are a number of significant supporting factors, including the active role of village governments, village autonomy policy support, the existence of community institutions,

and the natural and social resource potential possessed by the area. However, empowerment efforts also face various obstacles, such as limited human resources, limited budget, low levels of community participation, and not yet optimal coordination among stakeholders. Therefore, strategic steps are needed to strengthen human resource capacity, increase community awareness and participation, and improve the coordination system and resource allocation so that community empowerment can be implemented more effectively and sustainably.

Suggestion

As core recommendations, strengthening the capacity of district and village apparatus through ongoing training in planning, budget management, and program monitoring and evaluation is needed, accompanied by optimization of the District Head's coordinative role through systematic and participatory communication forums. In addition, increasing community involvement from the planning stage through to evaluation must become a priority in order to foster a sense of ownership of empowerment programs. A local potential-based approach also needs to be prioritized so that empowerment is more sustainable and promotes community economic independence. Adequate budget support and a transparent and accountable oversight system from the regional government are also key factors in ensuring the effectiveness and sustainability of community empowerment in West Marawola District, Sigi Regency.

References

- Arifin, J., Kurnia, D., & Septiansyah, B. (2025). Kepemimpinan Camat dalam Pemberdayaan Usaha Mikro Kecil dan Menengah di Kecamatan Padalarang Kabupaten Bandung Barat. *Praxis Idealist: Jurnal Mahasiswa Ilmu Pemerintahan*, 1(2), 1–22. <https://doi.org/10.36859/jp.v1i2.3259>
- Fadilah, K. R. H., Solahuddin, A., & Hariyanto, T. (2022). Establishment of Map of the Territorial Boundaries in Batu Sub-District of Batu City in Indonesia (Study of Government Policy Implementation based on Minister of Home Affairs Regulation Number 45 of 2016 concerning Guidelines and Affirmation of Village Bound. *International Journal of Research in Social Science and Humanities*, 3(2), 10–19. <https://doi.org/10.47505/IJRSS.2022.V3.2.2>
- Faisal, S. (2010). Pengumpulan dan Analisis Data dalam Penelitian Kualitatif. In B. Bungin (Ed.), *Analisis Data Penelitian Kualitatif: Pemahaman Filosofis dan Metodologis ke Arah Penguasaan Model Aplikasi* (pp. 64–79). Raja Grafindo Persada.
- Fitriani, F. (2015). Penguatan kapasitas kelembagaan gapoktan melalui pembentukan koperasi pertanian. *Masyarakat, Kebudayaan Dan Politik*, 28(2), 63–69. <https://doi.org/10.20473/mkp.V28I22015.65-71>
- Lantemona, G. H., Mantiri, M., & Kasenda, V. (2018). Fungsi Koordinasi Camat Dalam Kegiatan Pemberdayaan Masyarakat Desa Di Kecamatan Modayag. *Jurnal Eksekutif*, 1(1), 1–10.
- McCrea, R., Walton, A., & Leonard, R. (2019). Rural communities and unconventional gas development: What's important for maintaining subjective community wellbeing and resilience over time? *Journal of Rural Studies*, 68, 87–99. <https://doi.org/10.1016/j.jrurstud.2019.01.012>
- Melguizo, T., Sanchez, F., & Velasco, T. (2016). Credit for low-income students and access to and academic performance in higher education in Colombia: A regression discontinuity approach. *World Development*, 80, 61–77. <https://doi.org/10.1016/j.worlddev.2015.11.018>
- Muhidin, S. A., & Abdurahman, M. (2017). *Analisis Korelasi, Regresi, dan Jalur dalam penelitian: Dilengkapi aplikasi program SPSS*. Pustaka Setia.

- Mustanir, A., & Yasin, A. (2018). Partisipasi masyarakat dalam transect pada perencanaan pembangunan. *Jurnal Ilmiah Ilmu Administrasi Publik*, 8(2), 137–146.
- Nabella, N. (2019). Analisis Kewenangan Camat dalam Era Otonomi Daerah. *JESS (Journal of Education on Social Science)*, 3(2), 144–155. <https://doi.org/10.24036/jess/vol3-iss2/174>
- Pananginan, V. S., Pangemanan, S., & Singkoh, F. (2019). Peran Camat dalam Pemberdayaan Masyarakat di Kecamatan Pusomaen Kabupaten Minahasa Tenggara. *Jurnal Eksekutif*, 3(3), 1–11.
- Pinga, F. Y. P., Yohanes, S., & Tupen, R. R. (2024). Fungsi Camat Dalam Mengkoordinasikan Kegiatan Pemberdayaan Masyarakat di Wilayah Kecamatan Golewa Barat Kabupaten Ngada. *Parlementer: Jurnal Studi Hukum Dan Administrasi Publik*, 1(4), 74–83. <https://doi.org/10.62383/parlementer.v1i4.269>
- Rafie, P. A., Merta, M. M., & Junaidi, J. (2024). Community Empowerment Strategies Through Mediation Technical Guidance in Land Dispute Resolution. *JOURNAL OF SUSTAINABLE COMMUNITY SERVICE*, 4(1), 88–99. <https://doi.org/10.55047/jscs.v4i1.584>
- Rarasati, I. P., Rohmatulloh, G. B., Ilavi, H. A., Athourrohman, M., Saputra, P. W., Hariyanti, R. E., & Asyafa, R. (2023). KKN Pemberdayaan Masyarakat Melalui Penguatan Lembaga Desa dan UMKM Berbasis IPTEK Desa Pandanarum. *Journal of Sustainable Community Service*, 3(4), 1–12. <https://doi.org/10.55047/jscs.v3i4.517>
- Rezza, M., & Simatupang, E. (2023). Community Empowerment Through Organic Rice Cultivation: Creating A Sustainable Agricultural Environment. *PORTAL Riset DAN INOVASI PENGABDIAN MASYARAKAT*, 2(3), 326–331. <https://doi.org/10.55047/prima.v2i3.839>
- Rivai, V., & Sagala, E. J. (2010). *Manajemen Sumber Daya Manusia untuk Perusahaan: Dari Teori ke Praktik*. Rajawali Pers.
- Siagian, S. P. (2008). *Manajemen sumber daya manusia*. Bumi aksara.
- Sugiyono. (2013). *Metode Penelitian Kuantitatif Kualitatif dan R&D*. Alfabeta.
- Sugiyono. (2016). *Metode Penelitian Kuantitatif, Kualitatif dan R&D*. PT Alfabet.
- Suhardi, M. (2025). The Role of the Camat in the Era of Regional Autonomy. *International Journal of Scientific Research*, 2(1), 10–16. <https://doi.org/10.62894/x6txx197>
- Suprpto, A., Wulandari, E., & Tjendani, H. T. (2024). Analysis of Contractual Based Construction Implementation and Self-Managed Construction Implementation Based on Community Empowerment. *International Journal of Social Science and Community Service*, 2(3), 179–187. <https://doi.org/10.70865/ijscs.v2i3.30>
- Suryani, N., Prihandoyo, W. B., Rachman, P. H., Sudarwo, R., & Hulaifi, H. (2021). Program Pelatihan Produksi Abon Ikan Dan Viral Marketing Di Desa Bunkate. *Journal of Character Education Society*, 4(4), 868–876.
- Tampake, R. P., Gosal, R., & Waworundeng, W. (2019). Koordinasi Camat dalam Pemberdayaan Masyarakat. *Jurnal Jurusan Ilmu Pemerintahan*, 3(3), 1–10.
- Terry, G. R. (1986). *Asas-asas Manajemen*. Alurni.
- Van Den Berg, M., Lensink, R., & Servin, R. (2015). Loan officers' gender and microfinance repayment rates. *The Journal of Development Studies*, 51(9), 1241–1254. <https://doi.org/10.1080/00220388.2014.997218>
- Waruwu, A. S., & Silalahi, M. (2020). Peran Camat Dalam Pelaksanaan Kegiatan Pemerintahan Di Kecamatan Onohazumba Nias Selatan. *Jurnal Governance Opinion*, 5(1), 11–20.
- Widodo, F. (2018). Evaluasi partisipasi masyarakat pada pembangunan infrastruktur dalam konteks pemberdayaan masyarakat. *JPPM (Jurnal Pendidikan Dan Pemberdayaan Masyarakat)*, 5(2), 108–121. <https://doi.org/10.21831/jppm.v5i2.15932>
- Windari, W., Nizar, M., & Iltiham, M. F. (2025). Menggali Potensi Keterlibatan

Masyarakat di Masjid Merah (Moekhlas Sidik) Panduan untuk Pemberdayaan yang Efektif. *Jurnal Riset Ekonomi Syariah*, 83–92.
<https://doi.org/10.29313/jres.v5i1.6969>