



<https://ejournal.pps.ung.ac.id/index.php/PPJ/index>

Apparatus Competence in Increasing the Effectiveness of the Direct Cash Assistance Program

Mega Palilati¹, Arifin Tahir², Sukarman Kamuli³

¹ Faculty of Social Sciences, Gorontalo State University, Indonesia. E-mail: megatripalilati01@gmail.com

² Faculty of Social Sciences, Gorontalo State University, Indonesia. E-mail: arifin_tahir@ung.ac.id

³ Faculty of Social Sciences, Gorontalo State University, Indonesia. E-mail: sukarman_kamuli@ung.ac.id

Article Information

Abstract

Article history:

Accepted 16-05-2025

Fixed 21-05-2025

Approved 28-05-2025

Keywords: Competence apparatus, effectiveness, BLT program

Abstract: This study aims to analyze the influence of the competence of the apparatus on the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency. Through a quantitative approach and a path analysis method, the results of the study show that simultaneously the competence of the apparatus has a significant effect on the effectiveness of the BLT program. Partially, the three dimensions of competence that had a significant and positive effect were knowledge (15.60%), understanding (36.5%), and interest (28.5%). Meanwhile, the dimensions of ability (-3.62%), value (0.84%), and attitude (1.58%) did not show a significant influence. Understanding of the apparatus is the dominant factor in supporting the effectiveness of the program, indicating the importance of understanding the program's objectives, procedures, and objectives. Simultaneously, the competence of the apparatus affects the effectiveness of the direct cash assistance program by 78%. So that improvements in aspects of the competence of the apparatus can simultaneously affect the effectiveness of the program in terms of the accuracy of the targets, socialization, achievement of goals, and monitoring. This research also emphasizes the importance of capacity and competence development of the apparatus as the main key in ensuring the successful implementation of social assistance programs at the local level and indicates that there are external factors outside the competence of the apparatus that can affect the success of the program. Overall, these findings support the hypothesis that improving the competence of the apparatus can increase the effectiveness of the BLT program.

Introduction

Villages are the smallest unit in the government system that has the authority to regulate and take care of the interests of its own people. In an effort to support village development, the government provides Village Fund Allocation (ADD) which aims to strengthen institutional capacity and improve community welfare. One form of utilization of these funds is through the Direct Cash Assistance (BLT) program aimed at the poor and vulnerable, especially in crisis situations. However, the effectiveness of the implementation of this program is greatly influenced by the competence of village officials, both in terms of knowledge, understanding, skills, and attitudes in carrying out their duties. Problems such as not being on target, lack of socialization, and weak monitoring show that there are challenges in the implementation of

the BLT program in Talaga Jaya District. Therefore, it is important to examine the extent to which the competence of the apparatus affects the effectiveness of the BLT program as a basis for formulating a strategy to improve the performance of village apparatus in social services to the community.

The Direct Cash Assistance (BLT) program is a form of socio-economic intervention from the government that aims to reduce the burden on the poor and vulnerable. BLT is not only a fiscal tool in increasing people's purchasing power, but also a representation of the state's presence in ensuring the welfare of the people in the midst of economic pressure. Especially during the COVID-19 pandemic, BLT policies are very important and urgent as a social safety net for affected communities. However, the success of the implementation of this program is not only determined by the amount of budget or the number of beneficiaries, but is greatly influenced by the capacity and competence of the officials on duty in the field.

Villages as the government unit closest to the community have a central role in the distribution of BLT. Village officials are the main implementers who are responsible for data collection, verification of recipients, distribution of aid to monitoring implementation. Therefore, the competence of the apparatus greatly determines the effectiveness of the program. Competence in this case is not only limited to technical skills, but also includes understanding of the rules, attitude in providing services, values upheld in carrying out duties, and interest and motivation in working for the benefit of the community. Competent officials are believed to be able to carry out the program on target, efficiently, and according to procedures.

This research was conducted in Talaga Jaya District, Gorontalo Regency, which is one of the BLT beneficiary areas. Based on initial observations and preliminary studies, several problems were found in the implementation of BLT, including inaccuracy of recipient targets, lack of information to the public, and weak supervision of program implementation. These problems show an indication of low competence of the apparatus in carrying out their duties. Therefore, this study aims to analyze the influence of the competence of the apparatus on the effectiveness of the BLT program in Talaga Jaya District.

A number of previous studies have examined the relationship between the competence of the apparatus and the success of social programs. Research by Leny Diah Astari (2021) in Tumenggungan Village shows that understanding the program and skills of officials has a significant effect on the success of BLT distribution. In the study, it was found that officials who understand the procedures for implementing BLT comprehensively are able to explain and serve the community better. Likewise, the results of research I Komang Meitha Herdiawirakusuma (2022) in Jembrana Regency revealed that the competence of village officials has a significant influence on the effectiveness of the implementation of the Village Fund BLT.

Meanwhile, in the international context, the study of Arun Agrawal et al. (2020) highlights that cash assistance programs supported by capable implementers can reduce people's vulnerability to economic and climate crises. This study emphasizes the importance of institutional capacity and the quality of implementers in determining the success of the program. Research by Anne Della Guardia et al. (2022) also found that the selection of recipients that is not transparent due to the low administrative capacity of the apparatus has a negative impact on the social cohesion of the community. In another study, Tuba Gokmenoglu et al. (2025) proved that training based on the theory of community engagement significantly increases the effectiveness of programs run by local communities.

The literature emphasizes that the competence of the apparatus is not only a technical factor, but covers a wide range of dimensions ranging from knowledge, understanding, attitudes, skills, values to interests. Competence is an important foundation in the success of various government social programs, including BLT. Thus, this study strengthens the argument that improving the competence of the apparatus is the key to the success of the direct cash assistance program.

According to Gordon (in Sutrisno, 2019), competence consists of six main aspects that are indicators in this study:

1. Knowledge: Refers to the awareness and understanding of the apparatus on the concepts, regulations, procedures, and objectives of the BLT program. Officials who have adequate knowledge will be able to carry out their duties according to applicable regulations and be able to explain the program to the public.
2. Understanding: Describes the depth of the apparatus in internalizing and translating knowledge into real actions. Understanding includes cognitive and affective aspects, including awareness of the importance of the program as well as the social consequences of improper implementation.
3. Skills: Includes the technical and administrative skills of the apparatus in carrying out their functions, such as data collection, reporting, use of technology, and interaction with the community. This ability is crucial in supporting the smooth program implementation process.
4. Value: Shows the standards of behavior and work ethics believed by the apparatus in carrying out their duties. This value is the moral foundation that shapes the integrity and professionalism of the apparatus, such as honesty, justice, and responsibility.
5. Attitude: It is the emotional response of the apparatus to tasks and working conditions. Positive attitudes such as openness, empathy, and willingness help improve the quality of public services, while negative attitudes can lead to resistance to tasks.
6. Interest: Showing internal motivation or motivation of the apparatus in carrying out tasks. High interest reflects enthusiasm, dedication, and commitment to the success of the program, which ultimately positively impacts the effectiveness of the program.

These six indicators are interrelated and form the overall competencies needed by village officials in managing the BLT program effectively and efficiently.

The effectiveness of the program in this context refers to the extent to which the BLT program achieves the set goal, which is to provide assistance to people who really need it in an appropriate and measurable manner. Based on the effectiveness theory from Budiani (2007), there are four main indicators:

1. Target Accuracy: Measure whether the recipient of assistance is really a community that meets the criteria of the beneficiary. Accuracy of targets is the most fundamental aspect in assessing the success of an aid program.
2. Program Socialization: Shows the extent to which information about the program, recipient criteria, and implementation procedures is conveyed well to the community. Effective socialization encourages public participation and understanding of the program.
3. Program Objectives: Assess the suitability between the results of program implementation and the initial goals that have been set. Effectiveness is achieved if the assistance has a significant impact on people's welfare and purchasing power.

4. Program Monitoring: Describe evaluation and supervision activities of the program implementation process. Good monitoring can detect irregularities and be the basis for future program improvements.

By referring to these indicators, this study will analyze how the competence of the apparatus can affect every aspect of the effectiveness of the BLT program in Talaga Jaya District. This approach provides a comprehensive overview of the relationship between implementing capacity and the success of public policies at the village level.

Method

This research will be carried out in Talaga Jaya District, Gorontalo Regency for six months in 2024. This location was chosen because it is an area that is a recipient of the Direct Cash Assistance (BLT) program with varying levels of participation and distribution, so it is relevant to be researched in terms of the effectiveness of implementation and the competence of implementing officials. This study aims to find out and analyze the influence of apparatus competence on the effectiveness of the BLT program. The approach used in this study is a quantitative approach, with an associative type of research. The quantitative approach was chosen because it was able to objectively explain the relationship between variables through statistical measurements. The data were analyzed using *the path analysis* method, which allowed the researcher to determine the extent of the direct and indirect influence of the indicators of variable X (apparatus competence) on variable Y (effectiveness of the BLT program).

The research design in this study consists of two main variables, namely the independent variable (X), which is the competence of the apparatus, and the dependent variable (Y), namely the effectiveness of the BLT program. The competency variables of the apparatus consist of six indicators: knowledge, understanding, ability, values, attitudes, and interests. Meanwhile, the effectiveness of the BLT program consists of four indicators, namely: target accuracy, program socialization, program objectives, and program monitoring. The research instrument in the form of a closed questionnaire was prepared based on these indicators and measured using the Likert scale with five answer choices.

The population in this study is all BLT recipients in five villages in Talaga Jaya District, namely Luwoo, Bungalo, Buhu, Hutadaa, and Bulota Villages, with a total population of 265 people. The sample was determined using the area probability sampling technique, with the final number of respondents being 151 people from three selected villages. The selection of villages is based on the consideration of the representativeness of the characteristics of the region and the distribution of aid recipients.

The data collection techniques in this study include observation, documentation, interviews, and questionnaire distribution. Observations were carried out to obtain direct data on the implementation of the BLT program by village officials. Documentation is used as supporting data in the form of official reports and program implementation records. Interviews were conducted with several officials and the public as a form of data triangulation. Meanwhile, questionnaires are used as the main instrument in the collection of quantitative data to respondents.

Before the instrument is used, a validity and reliability test is carried out. The validity test was carried out using *the product moment correlation technique*, while the reliability was measured by the Alpha Cronbach formula. The test results showed that all items in the questionnaire were valid and reliable for use in the study. After the data is collected, the

analysis steps are carried out by tabulating data, calculating the path coefficient, simultaneous and partial tests, and interpreting the results of the path analysis.

With this method, it is hoped that a clear picture can be obtained of how much influence the competence of the apparatus has on the effectiveness of the implementation of the BLT program, both directly and indirectly.

Result and Discussion

As stated in the framework of thought, the competence of the apparatus is one of the determining factors in influencing the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency. In the research hypothesis, it is stated that the competence of the apparatus affects the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency. Meanwhile, to conduct empirical testing on the theoretical influence of these variables, the author conducted a study on both variables and identified how much the influence of the competence of the apparatus (X) on the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency. The analysis of the statistical tests that have been carried out shows that, basically in line with the theoretical concept put forward by Spencer (in Moeherjono 2014-5), the characteristics that Underlying a person is related to the effectiveness of individual performance in his or her work or the basic characteristics of individuals who have a causal or causal relationship with the criteria used as a reference, effective or excellent or superior performance. Meanwhile, according to Mitrani et.al (in Abdussamad, (2014-40), competence is a basic characteristic that underlies a person and is related to individual effectiveness, performance. Meanwhile, according to Albanese (in Murley 1997-21) states that competence is a skill or characteristic of a person's personality that is able to support the creation of competitive advantage. (Isa, 2021).

The results of the statistical tests that have been carried out show that competence based on knowledge (X1), competence based on understanding (X2), and competence based on interest (X6) are three significant exogenous variables that have a low correlative relationship. Based on the direct influence of the knowledge-based competency variable (X1) on the effectiveness of the direct cash assistance program (Y) is 2.433649% and the indirect influence through external factors (X2) and (X6) is 0.0111075151 so that the total influence given by the knowledge-based competency variable (X1) is 3.5408% on the effectiveness of the direct cash assistance program (Y). Meanwhile, the direct influence of the competency variable based on understanding (X2) on the effectiveness of the direct cash assistance program (Y) is 13.07% and the indirect influence through external factors X1 and X6 is -0.0051402 so that the total influence given by the competency variable based on understanding (X2) is 12.56% on the effectiveness of the direct cash assistance program (Y). And the direct influence of the interest-based competency variable (X6) on the effectiveness of the direct cash assistance program (Y) was 8.152% and the indirect influence through external factors (X1) and (X2) was -0.0188841 so that the total influence given by the interest-based competency variable (X6) was 6.263% on the effectiveness of the direct cash assistance program (Y).

Thus, the results of the simultaneous test showed that overall the competence of the apparatus had a significant effect on the effectiveness of the direct cash assistance program by 78%. This means that improvements in aspects of the competence of the apparatus can simultaneously affect the effectiveness of the program in terms of accuracy of targets, socialization, goal achievement, and monitoring. These findings affirm the importance of capacity and competence development of the apparatus as the main key in ensuring the

successful implementation of social assistance programs at the local level. This simultaneous test is the basis that the collective influence of various dimensions of competence needs to be considered in the evaluation and improvement of the program. This can be described as competence has an influence on increasing the effectiveness of the direct cash assistance program. The existence of this contribution shows that the competence of the apparatus is one of the success factors in increasing the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency. This can be described as competence has an influence on increasing the effectiveness of the direct cash assistance program. The existence of this contribution shows that the competence of the apparatus is one of the success factors in increasing the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency.

From the results of the calculation, there are influences from other factors outside the competence of the apparatus that were not studied in this study which also affect the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency. With regard to factors outside the competence of the apparatus that affect the effectiveness of the direct cash assistance program, it can be seen that although these factors are determinants that are outside and can be clearly distinguished from the variables of the competence of the apparatus, at least they are still related to how the competence of the apparatus is implemented properly. This further clarifies the results of the analysis that has been carried out in the previous section that the explanation of the effectiveness of the direct cash assistance program can be done through the competence of the apparatus.

It should be noted that in order for the competence of the apparatus to increase the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency, it must be known what must be considered in the competence of the apparatus. According to Gordon, operationally the competence of the apparatus can be carried out and observed through the dimensions of *knowledge*, understanding, ability, *value*, attitude, and interest. These six dimensions must still be considered so that the competence of the apparatus can be carried out more optimally. Thus, efforts to improve the competence of the apparatus operationally can be pursued through the implementation of these dimensions truly and diligently, so that it can be said that the influence of the competence of the apparatus on the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency is basically influenced by the dimensions of *knowledge*, *understanding*, and interest (*interest*). Briefly, the influence of the variable dimensions of the competence of the apparatus on the effectiveness of the direct cash assistance program can be described as follows:

First, the knowledge dimension, from the results of respondents' answers and observations about knowledge, the results were obtained that the effect on the effectiveness of the direct cash assistance program was 15.60%. This shows that the knowledge of the apparatus has a positive and significant influence on the effectiveness of the direct cash assistance program and has a sufficient understanding of the rules, procedures, and criteria for receiving assistance. If you look at the theoretical concept put forward by (Reber & Reber, 2010:506), knowledge is a collection of information owned by a person or a certain group or culture. According to Chapman (in Gredler, 2011:325) states that in essence knowledge is knowing, and it is a process created through learning activities. This opinion is in line with research conducted by Lestari (2021), which found that the technical knowledge and policies of village officials greatly determine the success of the implementation of social assistance programs. Good

knowledge helps the authorities in compiling the recipient data accurately and preventing misdistribution.

The second dimension of *understanding*, from the results of respondents' answers and observations about understanding, obtained the results that the effect on the effectiveness of the direct cash assistance program was 36.15%. This shows that this dimension has been implemented well. This understanding is shown through the ability of the authorities to explain the program to the community and ensure that the community understands their rights and obligations. Poesprodjo said that understanding is not just a thought activity, but a transfer of location from within in another situation. Understanding is an activity of thinking secretly and finding itself in others. Comprehension is also a skill that generally gets emphasis in the learning process and knowing what is being communicated and can utilize its content without having to connect with other things. This opinion is in line with research conducted by Arifin (2020), which shows that the understanding of the apparatus of assistance programs can increase public participation and trust. Good understanding also facilitates the coordination process between program implementing agencies.

The third dimension of Ability (*Skill*), from the results of respondents' answers and observations about this dimension, the results were obtained that the effect on the effectiveness of the direct cash assistance program was -3.62%. Among the six dimensions of the competency variable, this dimension of the apparatus does not contribute to the effectiveness of the direct cash assistance program. According to Sinungan, ability is defined in the sense of what is expected in the workplace and refers to knowledge, skills, and attitudes that in their application must be consistent and in accordance with the performance standards required in the job. This opinion is in line with previous research from Fitriani (2019), which stated that the ability of the apparatus is one of the factors in the implementation of assistance programs. This difference may be due to the uneven technical training.

The four dimensions of value, from the results of respondents' answers and observations about this dimension, the result was obtained that the effect on the effectiveness of the direct cash assistance program was 0.84%. From the data analysis, this dimension shows a positive but not statistically significant contribution. According to Sidi Gazalba, value is something abstract, ideal, not concrete, not a fact, and not only questioning right and wrong that demands empirical proof, but also an appreciation of what is desired and unwanted. This contradicts the results of Ramadhan's (2018) research, which emphasizes that values such as honesty and justice play an important role in maintaining public trust. In other regions, the value aspect may not be a major concern or not directly measured by society.

The five dimensions of attitude, from the results of respondents' answers and observations about this dimension, the results were obtained that the effect on the effectiveness of the direct cash assistance program was 1.58%. From the analysis of the data, this dimension shows a positive but not statistically significant contribution. According to Notoadmodjo (2010), attitude is a closed response of a person to a certain stimulus or object, which already involves opinion and emotional factors. This opinion is in line with previous research from Nurhayati (2020) stating that the positive attitude of the apparatus can improve the quality of public services. This difference can be caused by public perceptions that have not felt the direct impact of the attitude of the authorities on the implementation of the program.

The six dimensions of interest, from the results of respondents' answers and observations about this dimension, the result was obtained that the effect on the effectiveness of the direct cash assistance program was 28.5%. Kartini Kartono explained that, "interest is a moment of

inclination that is intensively directed to one object that is considered important. Interest is closely related to personality, and always contains affective or feeling, cognitive and willing. In line with the opinion of previous research from Wulandari (2022), which shows that high interest in work encourages more responsive services, but does not necessarily have a direct impact on program results unless supported by other competencies such as knowledge and understanding.

Based on the findings of the study, it can be stated that the competency variables of the apparatus have a simultaneous or joint effect on the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency, while the influence partially or individually shows that each dimension has no effect and some has an effect on the effectiveness of the direct cash assistance program with different ranges of influences. The dimensions that have a greater influence on the effectiveness of the direct cash assistance program are the dimensions of knowledge, understanding, and interest. An insignificant dimension is a capability dimension. As well as the dimensions of values and attitudes have an influence but are not statistically significant.

Referring to the results of statistical analysis, namely the *path analysis* used, it shows that there is a simultaneous or partial influence of the competence of the apparatus on the effectiveness of the direct cash assistance program in Talaga Jaya District, Gorontalo Regency, thus the hypothesis in this study is proven and acceptable.

Conclusion

Based on the results of statistical tests through path analysis, it is shown that simultaneously, the competence of the apparatus has a significant influence on the effectiveness of the direct cash assistance program. Thus, the research hypothesis is acceptable. This shows that increasing the competence of the apparatus will have an impact on increasing the effectiveness of the direct cash assistance program. Based on partial analysis, three dimensions of the apparatus competence were proven to have a significant and positive effect, namely knowledge having a total influence of 15.60%, understanding 36.5%, and interest 28.5%. These three are exogenous variables that make a real contribution to the effectiveness of the cash direct assistance program. This shows that officials who have knowledge, understanding, and a high interest in their duties tend to carry out programs more effectively.

Then there are three dimensions of the competence of the apparatus that are proven not to have a significant influence, namely the ability to have a negative influence of -3.62%, the value of having an insignificant positive influence of 0.84%, and the attitude of having an insignificant positive influence of 1.58%. Although the dimensions of values and attitudes have a positive direction of influence, the influence is not statistically strong enough. While the ability dimension shows a negative influence on the effectiveness of the program, this is due to the uneven technical training or non-conformity with competency standards. The dimension of understanding is the most dominant in influencing the effectiveness of program. ini indicates that the apparatus's understanding of the objectives, procedures, and objectives of the program is crucial for the success of the direct cash assistance program. The results of the simultaneous test showed that overall the competence of the apparatus had a significant effect on the effectiveness of the direct cash assistance program by 78%. This means that improvements in aspects of the competence of the apparatus can simultaneously affect the

effectiveness of the program in terms of accuracy of targets, socialization, goal achievement, and monitoring.

This study also shows the influence of factors outside the competence of the apparatus that can affect the effectiveness of the BLT program. These factors were not studied in this study, but their influence still needs to be considered in the effectiveness of the program. Overall, the results of the study support the hypothesis that the competence of the apparatus has an effect on the effectiveness of the direct cash assistance program, both simultaneously and partially.

This conclusion is based on the measurement of six indicators of apparatus competence, namely knowledge, understanding, ability, values, attitudes, and interests, each of which is tested for its influence on the indicators of the effectiveness of the BLT program, namely the accuracy of the targets, program socialization, goal achievement, and program monitoring.

First, the knowledge of the apparatus has a significant influence on the effectiveness of the program. Village officials who have a good understanding of the regulations, mechanisms, and objectives of the BLT program are able to carry out their duties more appropriately. This can be seen from how they are able to explain the recipient criteria to the public and organize a more accurate verification and distribution process. Good knowledge also improves the ability of the apparatus to adjust central policies to field conditions. In this context, knowledge is the initial foundation for the creation of effective implementation of social programs at the local level.

Second, the understanding of the apparatus is the most dominant dimension in influencing the effectiveness of the program. The results of the test show that understanding the social context, community structure, and principles of justice in the distribution of aid is very important.

Good understanding encourages the apparatus not only to carry out administrative tasks, but also to pay attention to humanitarian and ethical aspects in decision-making. This means that officials who understand the urgency of the program will be more careful in selecting beneficiary data and avoiding discriminatory actions or nepotism.

Third, the technical capabilities of the apparatus also contribute to effectiveness, although the results of statistical tests show that the effect is not partially significant. Ability in terms of administration, use of digital data systems, and communication skills is proven to be important, but the impact is not as great as knowledge and understanding. This shows that ability improvement needs to be supported by high attitudes, values, and interests in order to provide tangible results for program implementation.

Fourth, the value indicator showed a positive but weak correlation with the effectiveness of the program. Values such as honesty, integrity, and a sense of justice are still not internalized by some officials. Several public respondents said that the recipient selection process was not completely fair, which showed that value appreciation was not yet a top priority. Therefore, public service values and ethics education is important to be developed through training or ethics regulations at the village government level.

Fifth, attitude indicators also have a positive but not statistically significant influence. Attitudes in the form of willingness to help the community, willingness to listen to complaints, and firmness in dealing with social conflicts do not show a strong relationship with increased effectiveness. This can be caused because attitudes are not always manifested in real actions, or people do not feel the effects of the attitude of the apparatus enough because of the weak two-way communication channels between the apparatus and citizens.

Sixth, the interest or motivation of the apparatus has been proven to have a significant influence on the effectiveness of the program. High work motivation can be seen in the officials who are active in socializing programs, reaching out to the community to remote villages, and responding quickly to problems that arise in the field. High interest also plays a role in encouraging the authorities to carry out their duties proactively, not just waiting for orders or being passive.

The general conclusion of this study is that the competence of village officials is a key factor in the successful implementation of social assistance programs such as BLT. Investment in knowledge improvement, training in understanding local contexts, fostering work ethics, and motivation for the work of the apparatus will greatly determine the effectiveness of the implementation of the program. Local governments are expected to focus not only on technical regulations and fund distribution, but also on developing the capacity of human resources who are direct policy implementers. By understanding the importance of the competence of the apparatus in depth, the BLT program and the like can be held with the principles of fairness, efficiency, and higher accountability. The results of this research are the basis for designing policies to improve the quality of village apparatus as a long-term strategy in inclusive and sustainable social development.

Local and village governments are advised to prioritize training that focuses on improving the technical capabilities of the apparatus for the program, strengthening the program socialization system to the community and increasing monitoring and evaluation so that assistance can be distributed transparently and evenly to those who really need it. For subsequent researchers who want to study a similar topic, it is recommended to expand the research area so that the results can describe a more general condition. Researchers can also use other methods to dig deeper into the information.

Reference

- Abdelgawad, A. A., Khan, A., & Baharmand, H. (2023). Exploring gaps in using digital delivery mechanisms for cash-based assistance in refugee crises. *International Journal of Disaster Risk Reduction*, 96.
- Ag, M. (2024). Kesetaraan Dan Keadilan Gender Serta Pemikiran Para Tokoh Feminis.
- Agrawal, A., Kaur, N., Shakya, C., & Norton, A. (2020). Social assistance programs and climate resilience: reducing vulnerability through cash transfers. In *Current Opinion in Environmental Sustainability* (Vol. 44).
- Armia, C. (2021). Pengaruh Budaya Terhadap Efektivitas Organisasi: Dimensi Budaya Hofstede (Vol. 6, Issue 1).
- Chandra Gunawan, D. (2022). Efektivitas Pelaksanaan Program Bantuan Langsung Tunai-Dana Desa Di Desa Ciparay Kecamatan Cidolog Kabupaten Ciamis.
- Della Guardia, A., Lake, M., & Schnitzer, P. (2022). Selective inclusion in cash transfer programs: Unintended consequences for social cohesion. *World Development*, 157.
- Gokmenoglu, T., Dasci Sonmez, E., Yavuz, İ., Dolunay Cug, F., & Cemaloglu, N. (2025). Measuring the effectiveness of a community engagement theory-driven training program. *International Journal of Disaster Risk Reduction*, 116.

- I Komang Meitha Herdiawirakusuma. (2022). Pengaruh Kompetensi Aparatur Desa, Partisipasi Anggaran Dan Pengelolaan Alokasi Dana Desa Terhadap Efektivitas Bantuan Langsung Tunai (BLT) Dana Desa Di Kabupaten Jembrana. Skripsi.
- Indriyanti, P., Qarni, W., & Dharma, B. (2024). The effectiveness of Bantuan Langsung Tunai (Direct Cash Assistance) implementation in enhancing community welfare from the perspective of Islamic economics. *Journal of Islamic Economics Lariba*, 10(1), 331–346.
- Isa, R. (2021). Management Competency in Improving Performance BUMDes Organization in Gorontalo Regency, Indonesia. *The International Journal of Business & Management*, 9(3).
- Kemampuan, P., dan Fasilitas Kerja terhadap Kinerja Pegawai pada Dinas Komunikasi, M., dan Persandian Kabupaten Bantaeng, S., Dinas Kominfo, A., Kab Bantaeng, P., & PPs STIE Amkop Makassar, M. (2018). Baharuddin PPs STIE Amkop Makassar. In *Jurnal Mirai Management (Vol. 3, Issue 1)*.
- Kuntjorowati, E., Andari, S., Prayoga, R. A., Yusuf, H., Soegiharto, S., Fatimah, S., Listyawati, A., Yuniarti, L., Suryani, & Hakim, F. N. (2024). Effectiveness of strengthening social protection and security programs in alleviating poverty in rural areas through multi-sector partnerships. *Heliyon*, 10(23).
- Leny Diah Astari. (2021). Efektivitas Kebijakan Program Bantuan Langsung Tunai (BLT) Dana Desa Sebagai Jaminan Perlindungan Sosial Di Era Pandemi COVID-19. Skripsi.
- M Adi Pratama Putra, Alfinda Adellia Dirli, Wilda Andriani, & Reza MauldyRaharja. (2023). Menggali Efektivitas Bantuan Langsung Tunai dalam Membantu Masyarakat. *Concept: Journal of Social Humanities and Education*, 2(4), 189–205.
- Maghsoudi, A., & Piotrowicz, W. D. (2025). Tackling the stakeholders' requirements for the delivery of cash and voucher assistance in a conflict setting. *International Journal of Disaster Risk Reduction*, 116, 105088.
- Nosratzadeh, H., Bhowmick, D., Carmona, A. B. R., Pearson, L., Thompson, J., Thai, T., & Beck, B. (2025). Implementing without evaluating: The missing link in understanding the effectiveness of financial incentive programs for e-bikes. *Cities*, 156.
- Putri, E. H. (2017). Efektivitas Pelaksanaan Program Pengembangan Usaha Mikro Kecil Dan Menengah (UMKM) Di Kota Samarinda (Studi Pada Dinas Koperasi dan UMKM Kota Samarinda). *EJournal Administrasi Negara*, 5, 5431–5445.
- Rukmi Octaviana, D., Aditya Ramadhani, R., Achmad Siddiq Jember, U. K., & Sunan Kalijaga Yogyakarta, U. (2018). HAKIKAT MANUSIA: Pengetahuan (Knowledge), Ilmu Pengetahuan (Sains), Filsafat Dan Agama. In *Jurnal Tawadhu (Vol. 5, Issue 2)*.
- Suparman, N., Washillah, G., Juana, T., Sunan, U., & Djati Bandung, G. (2021). Efektivitas Penyaluran Bantuan Langsung Tunai Dana Desa Bagi Masyarakat Miskin Terdampak COVID-19. In *Jurnal DIALEKTIKA: Jurnal Ilmu Sosial (Vol. 19, Issue 2)*. <http://jurnaldialektika.com>

Untung, T., Pandey, R., & Johansson, P. (2024). The cost-effectiveness of COVID-19 vaccination program among age-groups children, adults, and elderly in Europe: A systematic review. In *Vaccine: X* (Vol. 21). Elsevier Ltd.

Zhang, D., Liu, Y., & Li, Z. (2024). Do social assistance programs alleviate rural households' energy poverty? evidence from China's basic medical insurance scheme. *Energy*, 313.