



## **Analyze Dominant Factors in the Implementation of Village Fund Policy in Kediri Regency**

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### **ABSTRACT**

Village funds remain the primary driving force in village development in Kediri, as 44.93% of village revenue in Kediri Regency comes from village funds. However, there are still obstacles in the implementation of the village fund policy in Kediri Regency, which could potentially affect the achievement of policy objectives. In response to this situation, this study aims to analyze the factors influencing the implementation of the village fund policy in Kediri Regency. Referring to Edwards III's Direct and Indirect Impact on Implementation Model and using quantitative methods, it was found that Resources, Attitude, and Bureaucratic Structure have a significant influence on the implementation of village fund policy in Kediri Regency. In contrast, Communication does not have a significant influence. Meanwhile, when the four variables were tested together, the results showed that Communication, Resources, Attitude, and Bureaucratic Structure have a significant influence on the implementation of village fund policy in Kediri Regency, simultaneously. This study recommends that the government prioritise attention to the quality of Standard Operating Procedures, the distribution of roles among implementers, the consistency of implementers' perspectives and attitudes, the quality of human resources, and the provision of adequate authority and facilities.

*Keyword:*

village fund, policy  
implementation, Kediri  
Regency

### **INTRODUCTION**

The Village Law or Law Number 6 of 2014 concerning Village as amended by Law Number 3 of 2024 emphasizes the position of the Village as the subject of development. Thus, the villages have the right to regulate and manage the interests of their communities based

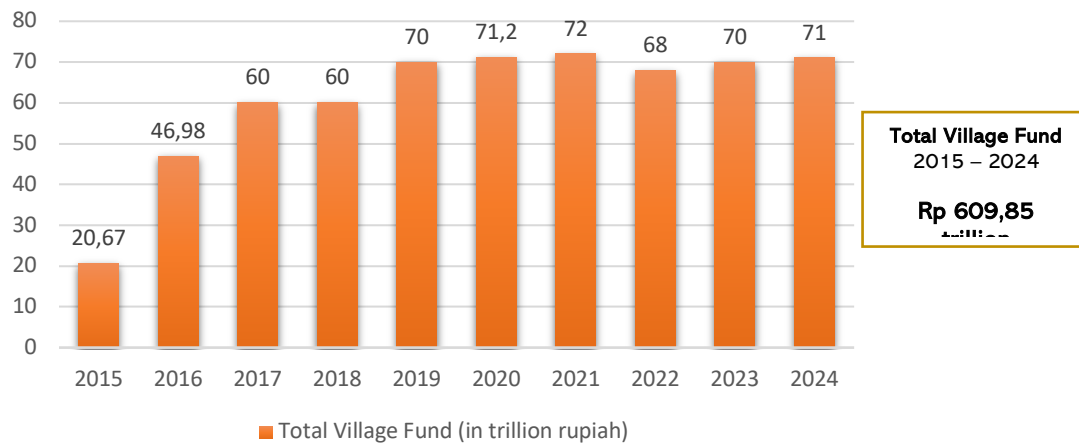
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on the rights of origin, customs, and socio-cultural values of the local community, as well as to establish and manage village institutions. Additionally, to facilitate development in the region, villages are eligible to receive sources of income from the central government in the form of a village fund.



Source: The Ministry of Villages and Development of Disadvantaged Regions, 2025

Figure 1. Graph of Village Fund Realization Year 2015-2024

Since its implementation in 2015, the village fund policy has contributed IDR 609.85 trillion to village revenues. The 2024 Performance Report of the Ministry of Villages and Disadvantaged Regions explains that the outputs that have been produced by village fund during 2015-2024 include 366,080 km of village roads, 1,947,785 m of bridges, 14,752 units of village markets, 43,245 units of Village-Owned Enterprises's (BUM Desa) activities, 9,330 units of boat moorings, 6,812 units of reservoirs, 611, 740 units irrigation, 542,954 units of soil retention, 34,444 units of sports facilities, 1,775,479 units of clean water, 545,320 units of bathing and washing facilities, 27,015 units of Village Maternity Cottage (Polindes), 54,105,061 units of drainage, 96,163 units of wells, 46,611 units of Integrated Service Post (Posyandu), and 71,285 units of Early Childhood Education (PAUD). This highlights the crucial role of the village fund in encouraging village development. In fact, when looking at the composition of the Village Budget, the village fund is still the primary source of village income, contributing more than 53% of village revenue.

Table 1. Composition of Village Income (National Aggregate)  
Year 2024

Income Type	Total (trillion rupiah)	Percentage
Village Original Revenue (PAD)	3.33	2.53%
<b>Village Fund (DD)</b>	<b>70.50</b>	<b>53.49%</b>
Profit Sharing Income (PBH)	5.99	4.54%
Village Fund Allocation (ADD)	42.24	32.05%
Provincial Assistance Revenue (PBP)	4.06	3.08%
District Financial Assistance (PBK)	4.96	3.77%
Miscellaneous	0.71	0.54%
<b>Total</b>	<b>131.79</b>	<b>100.00%</b>

Source: The Ministry of Villages and Disadvantaged Regions Development, 2025  
(processed)

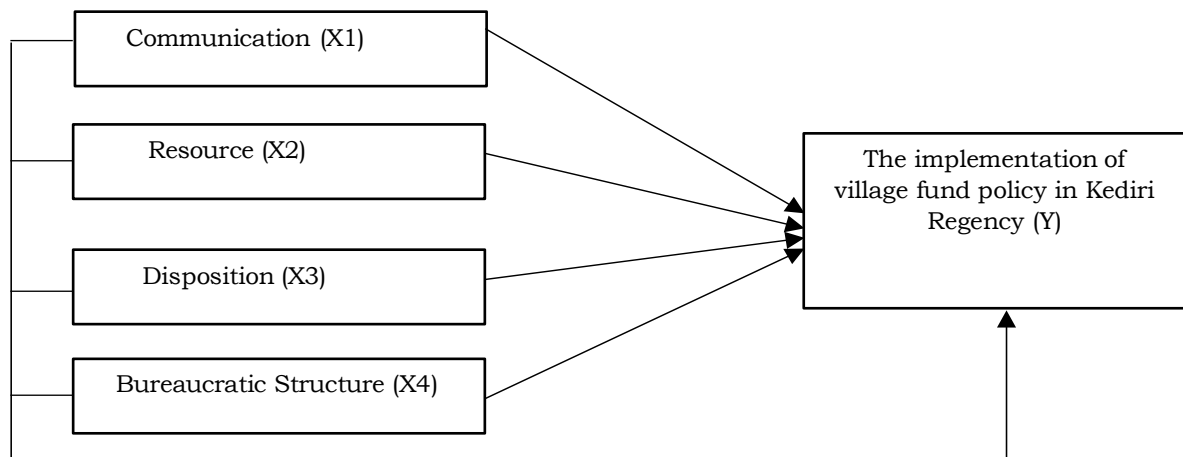
Not only at the national level, the contribution of village fund in supporting village revenue also occurs in Kediri Regency. Data from the Ministry of Villages and Development of Disadvantaged Regions shows that in 2024, from Rp 856.04 billion of the total village revenue in Kediri Regency, Rp 384.61 billion or 44.93% of it was contributed by village fund, the remaining Rp 178 billion or 20.84% came from village fund allocations, Rp 160.84 billion or 18.79% came from village original income, and Rp 132.20 billion or 15.44% from other sources of income. Nevertheless, the implementation of the village fund policy has not been without obstacles that can hinder its objectives. For example, in March 2025, 54 villages in Kediri Regency were unable to disburse their village funds due to problems in fulfilling administrative requirements (Sidqi, 2025). In addition, based on research by Firdausa et al. (2022) and Susiloningtyas et al. (2024), there are several other obstacles in the implementation of village fund policy in some regions of Kediri Regency, including limited human resources, communication barriers due to frequent changes in leadership, incomplete and advanced facilities, regulatory inconsistencies, and low community participation. Based on these issues, it is necessary to conduct a comprehensive analysis of the implementation of the village fund policy in Kediri Regency. This is because the success of policy implementation will significantly impact the achievement of policy objectives.

Edwards III (1980) in his book “Implementing Public Policy” emphasizes that the main problem of public administration is the lack of attention to implementation. In fact, policymakers are heavily dependent on the implementation stage to prove whether their policies are appropriately designed to address the issues they are supposed to address. Edwards III (1980) developed the “Direct and Indirect Impact on Implementation Model”, which explains four critical factors that influence the success or failure of policy implementation, namely communication, resource, disposition, and bureaucratic structure. Edwards III explains that the first requirement for effective policy implementation is that policy implementers must know what they are supposed to do, so communication must be accurate and carefully understood by policy implementers (Winarno, 2014). In addition to accurate communication, the effectiveness of policy implementation depends on available resources, including human resources, authority resources, facility resources, and other resources needed for policy implementation. The third factor influencing policy implementation is disposition, which refers to the attitude and commitment of implementers toward a policy or program implementation. Finally, policy implementation, according to the Edwards III’s Model, also depends on the bureaucratic structure. An ideal bureaucratic structure can significantly influence the success of policy implementation, particularly when the policy is implemented through a lengthy bureaucratic process and involves numerous stakeholders.

This study aims to identify the factors that have a significant influence on the implementation of village fund policy in Kediri Regency, drawing on Edwards III’s Direct and Indirect Impact on Implementation Model. The results are expected to provide a reference for improving the implementation of the village fund policy in Kediri Regency, as the achievement of policy objectives is highly dependent on the quality of policy implementation. In contrast to previous studies that only focused on one area in Kediri Regency, this study will use samples spread throughout Kediri Regency to provide a comprehensive overview of the implementation of village fund policy in Kediri Regency. However, this study uses cross-sectional data, so it can not capture the dynamics of policy implementation over time or identify other potential factors influencing policy implementation. Further studies using a longitudinal approach combined with qualitative methods could provide a deeper understanding and depict a more complex reality.

## METHODS

This study employs a quantitative method, which focuses on careful measurement of a series of variables to answer questions from the research hypothesis (Creswell and Creswell, 2018). This study aims to examine the influence of four independent variables, taken from factors that influence policy implementation in the Edwards III's Model, namely Communication (X1), Resource (X2), Disposition (X3), and Bureaucratic Structure (X4), on the Implementation of Village Fund Policy in Kediri Regency (Y) as the dependent variable.



Source: Processed by Author, 2025

Figure 2. Research Design

This study investigate the influence of the independent variables on the dependent variable, both individually (partial analysis) and collectively (simultaneous analysis). Based on the research objectives, the following hypotheses are proposed:

- H1: Communication influences the implementation of village fund policy in Kediri Regency.
- H2: Resource influences the implementation of village fund policy in Kediri Regency.
- H3: Disposition influences the implementation of village fund policy in Kediri Regency.
- H4: Bureaucratic Structure influences the implementation of village fund policy in Kediri Regency.
- H5: Communication, Resource, Disposition, and Bureaucratic Structure simultaneously influence the implementation of village fund policy in Kediri Regency.

The population of this study consisted of all Professional Assistants in Kediri Regency, totalling 148 individuals whose work areas spanned all villages in the Regency. The size of the research sample was calculated using the Slovin Formula, with a margin of error of 5%. Based on the calculation, the minimum required sample size was 108. However, in this study all members of the population were used as research samples.

The data used in this study is primary data, collected directly by the researcher from primary sources at the research location. The data were collected using a questionnaire instrument containing question items designed to measure the research variables using a Likert Scale. Respondents selected one of four options, each assigned a different weight, including "Strongly Agree" worth 4, "Agree" worth 3, "Disagree" worth 2, and "Strongly Disagree" worth 1.

Multiple linear regression is used to analyze the collected data. According to Sugiyono (2013) multiple linear regression is used by researchers to predict how the state (ups and downs) of the dependent variable or multiple linear regression is carried out when the number

of independent variables is at least two. The following is the multiple linear regression formula:

$$Y = \alpha + \beta_1.X_1 + \beta_2.X_2 + \beta_3.X_3 + \beta_4.X_4 + e$$

where Y is the Implementation of Village Fund Policy in Kediri Regency,  $\alpha$  is constanta,  $\beta_1$  is the regression coefficient of Communication,  $\beta_2$  is the regression coefficient of Resource,  $\beta_3$  is the regression coefficient of Disposition,  $\beta_4$  is the regression coefficient of Bureaucratic Structure, X1 is the Communication Variable, X2 is the Resource Variable, X3 is the Disposition Variable, X4 is the Bureaucratic Structure Variable.

## RESULT AND DISCUSSIONS

### Overview of Village Fund Policy Implementation

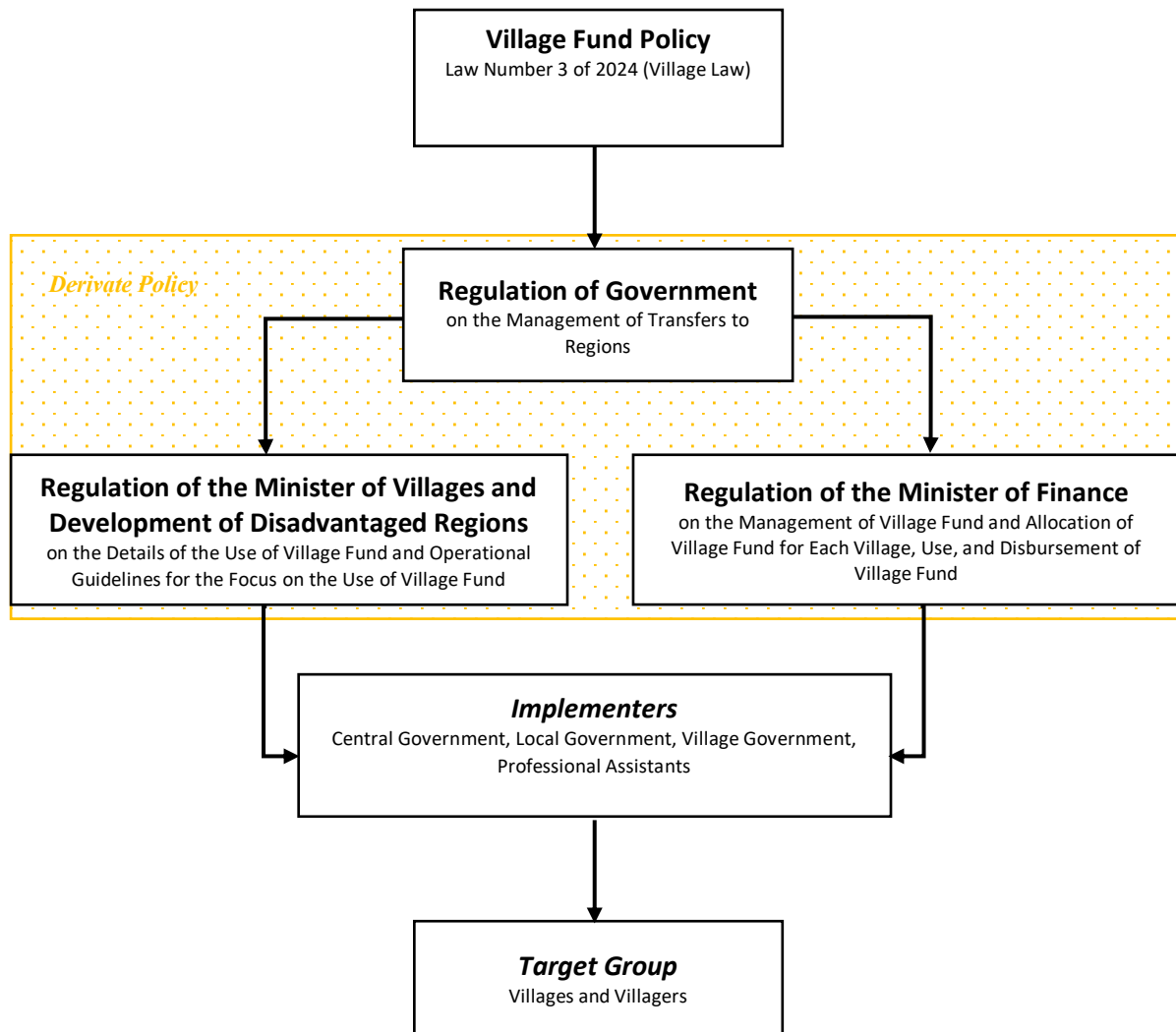
Village fund is part of regional transfers intended for villages with the aim of supporting funding for governance, development implementation, community empowerment, and society affairs. The village fund policy is contained in Article 72 of Law Number 6 of 2014 concerning Villages as amended by Law Number 3 of 2024 concerning the Second Amendment to Law Number 6 of 2014 concerning Villages, which states that one of the village revenues comes from the allocation of the State Budget in the form of the village fund. The policy is then implemented through the formulation of derivative policies in the form of: (1.) Regulation of Government Number 37 Year 2023 on the Management of Transfers to Regions. In relation to the village fund, Government Regulation Number 37 Year 2023 on the Management of Transfers to Regions contains general rules on the planning and budgeting, allocation, distribution, and use of the village fund. (2.) Regulation of the Minister of Villages and Development of Disadvantaged Regions on the Details of the Use of Village Fund and Operational Guidelines for the Focused Use of Village Fund. Periodically, the Minister of Villages and Development of Disadvantaged Regions issues two regulations to regulate the prioritization of the use of village fund, which include regulations on the details of the priorities for the use of village fund and regulations on operational guidelines for the focus use of village fund.

The current regulation on the details of the use of village fund is the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 7 of 2023 on the Details of Priorities for the Use of Village Fund. The Ministerial Regulation contains details of the use of village fund to fund development and community empowerment directed at accelerating the achievement of Village Sustainable Development Goals along with provisions for prioritization, publication, reporting, and guidance on the use of the village fund. Meanwhile, the current regulation on the operational guidelines for the focus of village fund use is the Minister of Villages and Development of Disadvantaged Regions Regulation Number 2 of 2024 concerning Operational Guidelines for the Focus on the Use of Village Fund in 2025.

The Ministerial Regulation stipulates that there are several focuses for the use of village fund that must be allocated by the Village Government in the Village Budget in 2025, which include: (a.) Village Direct Cash Assistance for extreme poverty alleviation amounting to a maximum of 15% of the village fund ceiling; (b.) Strengthening villages that are adaptive to climate change; (c.) Improving the promotion and provision of village-scale basic health services including stunting; (d.) Supporting the Food Security program amounting to a minimum of 20% of the village fund ceiling; (e.) Development of village potential and excellence; (f.) Utilization of technology and information to accelerate the implementation of

the Digital Village; (g.) Cash Labor Intensive-based development and the use of local raw materials; and / or (h.) Other priority sector programs in the village. Additionally, it is noted that village funds can be used for Village Government operational expenses, up to a maximum of 3% of the village fund ceiling for each village. (3.) Regulation of the Minister of Finance on Village Fund Management and Allocation of Village Fund for Each Village, Use, and Disbursement of Village Fund. In connection with the implementation of the village fund policy, the Minister of Finance issued the Regulation of the Minister of Finance Number 145 of 2023 concerning Village Fund Management which regulates budgeting, allocation, distribution, administration, accountability, and reporting, use, monitoring and evaluation; as well as termination and / or postponement of the distribution of village fund. In addition, the Minister of Finance also periodically issues policies on the allocation of village fund for each village, distribution, and use of village fund, of which the current regulation is Regulation of the Minister of Finance Number 108 of 2024 concerning Allocation of Village fund for Each Village, Use, and Distribution of Village fund for Fiscal Year 2025. The regulation regulates: (a.) The allocation of village fund for each village in Fiscal Year 2025; (b.) The use of village fund in Fiscal Year 2025; and (c.) The distribution of village fund is determined for use in Fiscal Year 2025.

The above policies will be implemented by policy implementers consisting of several units of the Ministry of Villages and Development of Disadvantaged Regions and the Ministry of Finance, the Community and Village Empowerment Offices at the provincial and regencial levels, the Village Governments, and Professional Assistants. Professional Assistants are human resources who have qualifications and competencies in the field of development assistance and village community empowerment recruited by the Ministry of Villages and Development of Disadvantaged Regions. In the implementation of the village fund policy, Professional Assistants have a role to assist the Village Head in submitting a report on the use of village fund to the Minister of Villages and Development of Disadvantaged Regions and assist in fostering the implementation of village fund policy through socialization, monitoring, and evaluation of priority use of village fund. The number of Professional Assistants assigned to the Kediri Regency area is 148 people who provide assistance to 343 villages in entire Kediri Regency.



Source: Processed by Author, 2025

Figure 3. Flowchart of Village Fund Policy Implementation

### Instrument Validity and Reliability Test Result

Validity test by measuring the correlation between the score of each question with the total score of the questionnaire using the Pearson Product Moment Correlation. If the significance value is less than 0.05, the question item in the instrument is declared valid. This study uses five questionnaires as research instruments that represent each research variable, including the Communication Questionnaire (X1), the Resource Questionnaire (X2), the Disposition Questionnaire (X3), the Bureaucratic Structure Questionnaire (X4), and the Implementation of Village Fund Policy in Kediri Regency Questionnaire (Y).

Table 2. Pearson Product Moment Correlation Test Results

Question	Significance Value
Communication (X1) Questionnaire	
▪ Question X1.1	<0.001
▪ Question X1.2	<0.001
▪ Question X1.3	<0.001
Resource (X2) Questionnaire	

Question	Significance Value
▪ Question X2.1	<0.001
▪ Question X2.2	<0.001
▪ Question X2.3	<0.001
Disposition (X3) Questionnaire	
▪ Question X3.1	<0.001
▪ Question X3.2	<0.001
▪ Question X3.3	<0.001
Bureaucratic Structure (X4) Questionnaire	
▪ Question X4.1	<0.001
▪ Question X4.2	<0.001
▪ Question X4.3	<0.001
Village Fund Policy Implementation in Kediri Regency (Y) Questionnaire	
▪ Question Y1	<0.001
▪ Question Y2	<0.001
▪ Question Y3	<0.001

Source: Data Processed, 2025

The analysis results above show that the significance value of the Pearson Product Moment Correlation of all question items on each questionnaire shows a significance value of <0.001. According to the existing requirements if the significance value is less than 0.05 then each instrument is considered valid.

Furthermore, the reliability test was carried out using Cronbach's Alpha test with the following results:

**Table 3. Cronbach's Alpha Test Results**

Instrument	Cronbach Alpha Value
Communication (X1) Questionnaire	0.722
Resource (X2) Questionnaire	0.787
Disposition (X3) Questionnaire	0.681
Bureaucratic Structure (X4) Questionnaire	0.884
Village Fund Policy Implementation in Kediri Regency (Y) Questionnaire	0.854

Source: Data processed, 2025

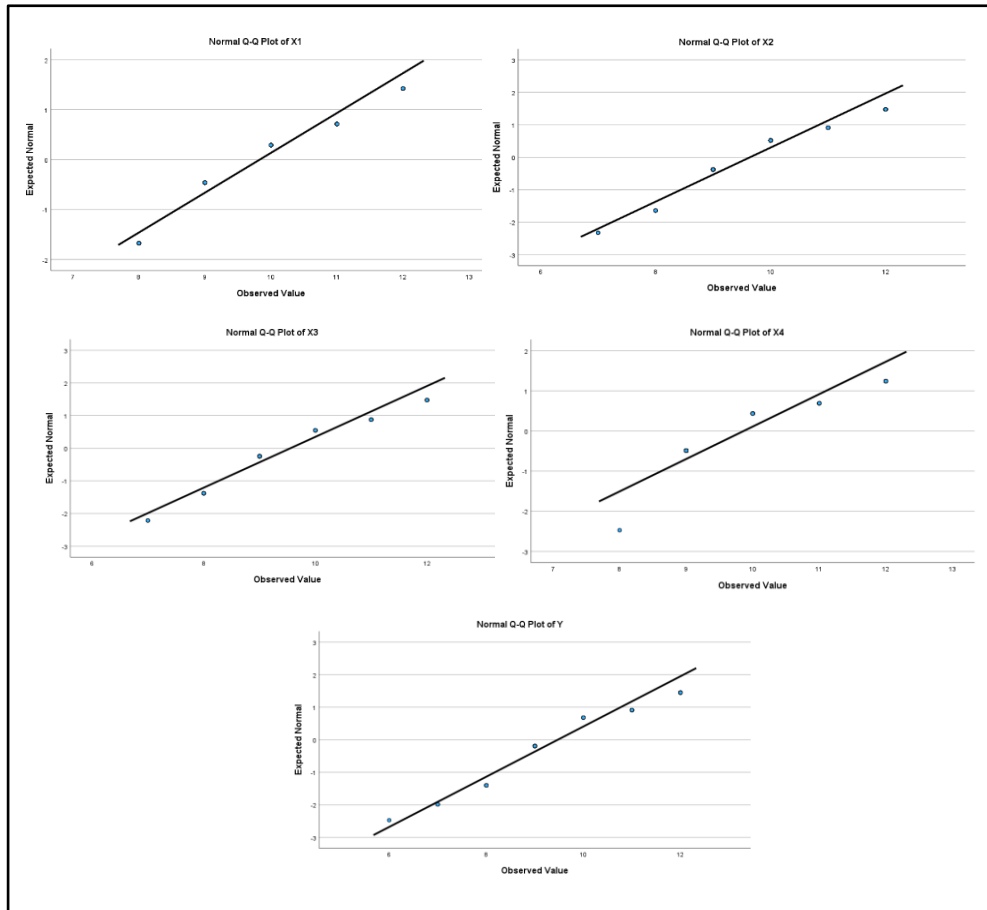
In the table above, it can be seen that the Cronbach's Alpha value on all questionnaires is greater than 0.60, which means that the research instrument is reliable.



## Classical Assumption Test Result

### Normality Test

Normality test in this research using the Q-Q Plot (Quantile-Quantile Plot) by comparing the quantiles of the observed data with the expected quantiles of the normal distribution, with the following results:



Source: Data processed, 2025

Figure 5. Quantile-Quantile Plot-Test Results

The Q-Q Plot-Test results in the figure above show that the points on the plot are all along the diagonal line (reference line) which indicates normally distributed data.

### Multicollinearity Test

This study uses the Variance Inflation Factor (VIF) to conduct a Multicollinearity Test. If the VIF value is greater than 10, it is considered that there is multicollinearity with other independent variables, otherwise if the VIF value is less than or equal to 10, there is no multicollinearity.

Table 4. Variance Inflation Factor (VIF) Test Results

Coefficients								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
	B	Std. Error	Beta			Tolerance	VIF	
(Constant)	-.177	.490		-.362	.718			
1	X1	.090	.065	.087	1.399	.164	.455	<b>2.198</b>
	X2	.233	.087	.216	2.678	.008	.273	<b>3.661</b>
	X3	.334	.076	.331	4.381	<.001	.311	<b>3.214</b>
	X4	.337	.076	.322	4.441	<.001	.338	<b>2.958</b>

a. Dependent Variable: Y

Source: Data processed, 2025

The results of Multicollinearity Test in Table 4 show that the VIF value of each independent variable is less than 10, which means there is no multicollinearity.

### Heteroscedasticity Test

Heteroscedasticity test in this study uses the White Test. The White Test works by regressing squared residuals on the independent variable, squared independent variables, and independent variable interactions. The decision-making criteria is to compare the chi-square statistic value with the critical value. If the chi-square statistic value is smaller than the critical value then there is no heteroscedasticity.

Table 5. White Test Results

The Chi-square Statistic Value	The Critical Value
55.944	143.246

Source: Data processed, 2025

From the table above, it is known that the chi-square statistic value is 55.944, which is smaller than the critical value of 143.246. Thus, it can be concluded that there are no symptoms of heteroscedasticity.

### Hypothesis Test

#### Partial Test (t-Test)

To test the hypotheses H1, H2, H3, and H4, the t-Test is conducted. In the t-Test, the hypothesis is accepted if the significance value of the variable is less than 0.05 or the calculated t-value is smaller than the critical t-value. Conversely, the hypothesis is rejected if the significance value of the variable is greater than 0.05 or the calculated t-value is greater than the critical t-value. Since the sample size in this study was 148, the critical t-value is 1.655.

Table 6. Results of the t Test

Model	Coefficients <sup>a</sup>			t	Sig.
	Unstandardized Coefficients	Std. Error	Standardized Coefficients		
	B		Beta		
(Constant)	-.177	.490		-.362	.718
1 X1	.090	.065	.087	1.399	.164
X2	.233	.087	.216	2.678	.008
X3	.334	.076	.331	4.381	<.001
X4	.337	.076	.322	4.441	<.001

a. Dependent Variable: Y

Source: Data processed, 2025

The table above shows that the significance value of Variable X1 is 0.164 and the calculated t-value is 1.399. Because the significance value is greater than 0.05, and the calculated t-value is smaller than the critical t-value, the hypothesis (H1) is rejected. Thus it can be concluded that communication does not have a significant influence on the implementation of village fund policy in Kediri Regency.

Different results occur in variables X2, X3, and X4. The significance value of the X2 variable is 0.008 and the calculated t-value is 2.678. Because the significance value is less than 0.05, and the calculated t-value is greater than the critical t-value so that the hypothesis (H2) is accepted. This means that resource has a significant influence on the implementation of village fund policy in Kediri Regency. In addition, the result of the calculated t-value on Variable X2 shows a positive value, which means that the resource factor has a direct influence on the implementation of the village fund policy in Kediri Regency. Furthermore, the t-Test on Variable X3 shows a significance value of <0.001 and the calculated t-value of 4.381. Because the significance value is less than 0.05 and the calculated t-value is greater than the critical t-value so that the hypothesis (H3) is accepted, which means that disposition has a significant influence on the implementation of village fund policy in Kediri Regency. In Table 5, it can also be seen that the calculated t-value of Variable X3 is positive, indicating that the disposition factor is directly proportional to the successful implementation of the village fund policy in Kediri Regency. Variable X4 also obtained the same significance value as Variable X3, which amounted to <0.001 and its calculated t-value was 4.441. Because the significance value is less than 0.05 and the calculated t-value is greater than the critical t-value, it can be concluded that the hypothesis (H4) is accepted, which means that the bureaucratic structure has a significant influence on the implementation of the village fund policy in Kediri Regency. The impact of the bureaucratic structure factor on the implementation of the village fund policy in Kediri Regency is a positive impact because, as seen in Table 5, the calculated t-value of Variable X4 shows a positive value.

### Simultaneous Test (F-Test)

Hypothesis (H5) testing was carried out with the F-Test (ANOVA), the result of which showed a significance value of <0.001 (Table 7). Because the significance value is less than 0.05, it means that hypothesis (H5) is accepted. Thus, it can be concluded that communication, resource, disposition, and bureaucratic structure simultaneously influence the implementation of village fund policy in Kediri Regency.

Table 7. F-Test Results

ANOVA <sup>a</sup>					
Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	184.184	4	46.046	105.003	<.001 <sup>b</sup>
Residuals	62.708	143	.439		
Total	246.892	147			

a. Dependent Variable: Y

b. Predictors: (Constant), X4, X1, X3, X2

Source: data processed, 2025

### Coefficient of Determination (R Square) Test

To complete the hypothesis test above, the Coefficient of Determination (R-squared) Test is carried out to determine the extent to which the independent variables collectively influence the dependent variable. The complete R Square Test result can be seen in the table below:

Table 8. R Square Test Result

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.864 <sup>a</sup>	.746	.739	.662

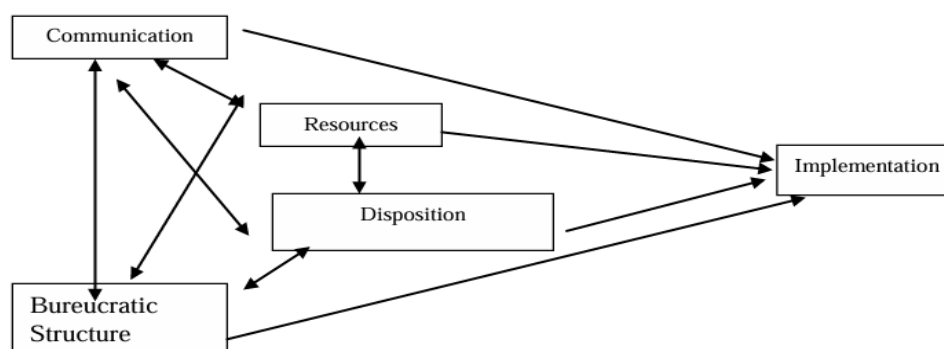
a. Predictors: (Constant), X4, X1, X3, X2

Source: data processed, 2025

The table above shows that the R Square value in this study is 0.746, which means that 74.6% of village fund policy implementation in Kediri Regency is influenced by Communication, Resource, Disposition, and Bureaucratic Structure simultaneously. The remaining 25.4% is influenced by factors outside this study.

## DISCUSSION

Edwards III (1980) in his book "Implementing Public Policy" emphasizes that the main problem of public administration is the lack of attention to implementation. After reviewing several approaches taken by other researchers, Edwards III formulated a policy implementation model that explains four critical factors that influence the success or failure of policy implementation, namely communication, resources, disposition, and bureaucratic structure (Edward III, 1980).



Source: Implementing Public Policy, Edward III, 1980

**Figure 6. Edwards III Implementation Model Chart**

In this study, the communication factor was assessed through measuring three aspects. The first is transmission. Measurement of this aspect is important to determine whether the process of delivering or distributing policies from the central government to implementers in the village is experiencing obstacles or not. High-level Officials must realize that policy information must be properly channeled to policy implementers. When deflection of policy orders or communication closure is carried out by policy implementers, it can reduce or even thwart the possibility of policy success. The obstacles that often arise in transmitting policies are disagreements between implementers and decision makers and the multi-layered bureaucratic hierarchy that policy information must go through. The second is clarity. Measurement in this aspect is done by seeing whether the policy information received by implementers is clear and understandable. Policies will be implemented properly if the implementation instructions are clearly communicated to policy implementers. The third is consistency. The effectiveness of policy implementation is also influenced by the consistency of communication. The inconsistency of the information conveyed can cause confusion to implementers even though the transmission process has gone well and the information conveyed is clear enough. This research tries to see whether the information obtained by implementers tends to change or not. As a result, 16 out of 148 respondents disagreed that the information they received was considered consistent, with one other respondent answering 'strongly disagree'.

The discussion on the role of communication in policy implementation is interesting because the results of the regression analysis in this study show communication as the only factor that does not have a significant influence on the implementation of the village fund policy in Kediri Regency. This is different from the policy implementation model formulated by Edwards III, which states that communication has a crucial role in the success of policy implementation (Edward III, 1980). These findings also negate the results of research by Firdausa et al. (2022), which explains that communication is a factor that determines the success and achievement of the policy implementation of village fund policy. Another study that focused on the management of Village Fund Allocation (ADD) in Kampung Fafi Mariat District of Sorong Regency also showed that a lack of communication can hamper policy implementation because it affects the capacity of policy implementers, community participation, and supervision of the Village Council (BPD) on policy implementation Kadir et al. (2021). The lack of influence of the communication factor in the implementation of the village fund policy in Kediri Regency is related to the pattern of information distribution from policy makers to policy implementers. In the context of the village fund policy, derivative policies in the form of instructions for the use and distribution of village fund can be directly received by lower-level policy implementers from policy makers without going through a long

bureaucratic network. Therefore, communication between bureaucratic levels is not always necessary in implementing policies. Moreover, the village fund policy has been implemented for ten years, so the implementers no longer require intense coaching and consultation. This contrasts with the early stages of policy implementation, when communication and socialization were essential to provide clear information to villagers and village apparatus (Winarni & Yuanjaya, 2016).

Still, this does not imply that communication factor is not important at all in the implementation of village fund policy in Kediri Regency. The result of the F-Test shows that simultaneously, the communication factor together with the other three factors, namely resources, disposition, and bureaucratic structure have a significant effect on the implementation of village fund policy in Kediri Regency. The level of influence is relatively large, namely 74.6%. In other words, the existence of communication is needed to encourage the influence of resources, disposition, and bureaucratic structure in policy implementation. Many previous studies agree that communication is a factor needed in policy implementation, for example research by Juhairiyah et al. (2023) on the implementation of the close contact tracing policy in the Covid-19 Pandemic shows the significant influence of communication, disposition, resources, and bureaucratic structure factors on policy implementation with a simultaneous influence level of 51.8%. Another study conducted by Aguilar (2012) in Mexico also concluded that the communication relationship between decision makers, "street level" operators, and service beneficiaries is very important in implementation. In fact, research by Younginer & Draper (2024) related to the implementation of the Supplemental Nutrition Assistance Program (SNAP) in the southeastern United States unequivocally that communication, along with capacity and coordination are three key factors that affect program success and failure.

In contrast to communication, resource is one of the factors that significantly influence the implementation of village fund policy in Kediri Regency. The calculated t-value for the resource variable is 2.678, which is positive and greater than the critical t-value (1.655), indicating that the resource factor has a positive and significant effect on the implementation of village fund policy in Kediri Regency. Specifically, this study measures three types of resources in policy implementation, namely human resources, authority resources, and facility resources. Human resources in this context are the quality of policy implementers, whether the implementers have a good understanding of the policy and whether the implementers have sufficient skills to implement the policy. From the data collected, it is known that the quality of human resources is sufficient to implement the policy. This certainly has a positive effect on the policy implementation process, because as discussed earlier, resources have a direct influence on policy implementation. In line with this conclusion, research by Rizkyansah & Rahayu (2021), which discusses the implementation of human development policies in the health sector in Durian Village, Padang Cermin District, Pesawaran Regency, Indonesia, shows that the limitations of health workers are an obstacle to policy implementation. Mengistie et al.'s (2015) research on the implementation of agricultural pesticide policies in Ethiopia also showed that the shortage of qualified experts that occurred in the agricultural offices at the district level, but also in the agricultural bureaus at the provincial level, and in the Ministry of Agriculture became an obstacle to implementing the policy.

Other resources needed in policy implementation are authority and facilities. Without clear authority, implementers will hesitate to make decisions and carry out policies in accordance with applicable regulations. The respondents in this study considered that the authority possessed by the implementers was sufficient and well distributed to carry out the

policy. Only 4% of respondents had a different opinion. Facility resources are also indispensable because the existence of adequate facilities and infrastructure often affects the success of policy implementation. This is also in line with the findings of Mengistie et al. (2015), that the absence of laboratory facilities to take samples and test their quality makes the inspection process of agricultural pesticides in Ethiopia very difficult. Even in the implementation of public service policies, facilities can affect the satisfaction and loyalty of target groups as happened in the implementation of the Healthy Indonesia Program with a Family Approach in Durian Village, Padang Cermin District, Pesawaran Regency, Indonesia. The results of research conducted by Rizkyansah & Rahayu (2021) suggest that inadequate health facilities have an impact on the low satisfaction of beneficiary families. This then affects the loyalty of beneficiary families to continue participating in the Healthy Indonesia Program with a Family Approach activities routinely and beneficiary families have the possibility to advise other families not to participate in program activities. The findings above prove that resources play an important role in policy implementation. Without sufficient resource support, the policies that have been made will only be plans on paper and never realized.

The second factor that has a significant effect on the implementation of village fund policy in Kediri Regency is disposition. The data collected through this study says that the calculated t-value on the disposition variable is even much greater than the critical t-value value (the calculated t-value = 4.381, the critical t-value = 1.655) which shows that the influence of the disposition factor is very significant and directly proportional to the implementation of the village fund policy in Kediri Regency. The results of this study reinforce the findings of Irawan et al. (2024) which state that disposition has a significant and positive influence on policy implementation. A more interesting finding from Irawan et al. (2024) research is that disposition is proven to play an important role in strengthening the positive influence between communication and policy implementation. Research by Malkab et al. (2015) entitled *The Implementer Disposition of Teacher Certification Policy in Indonesia* also shows that disposition affects the success of policy implementation. The study explains that the attitude of implementers that is not in accordance with existing guidelines can hinder the implementation process of the teacher certification policy.

Disposition in this study is seen in three ways. First, there is a compatibility of perspectives and visions between implementers and policies or even policy makers. Many policies eventually fall into the zone of indifference because the people who are supposed to carry out orders have different views or disagreements with the policies being implemented (Edwards III, 1980). If this happens, then policy implementers through their discretion can hinder policy implementation by ignoring and delaying policy implementation or by other inhibitory actions. From the data collected in this study, it appears that 6% of policy implementers have a tendency to disagree with the policy on the use and distribution of village fund that has been formulated by the central government. Second, the implementer's attitude towards the policy. Although it was previously mentioned that 6% of implementers stated that they did not agree with the policies that had been formulated, the data collected said that all implementers were committed to accepting and implementing existing policies. Third, the consistency of attitudes or actions. Surprisingly, the data shows that 12% of implementers are likely to change their commitment if there is an internal or external encouragement that convinces them to violate the policy. The discussion on this factor leads to the conclusion that disposition, which in this context is interpreted as the attitude and commitment of implementers, will greatly determine the success of policy implementation. If the behavior or perspective of the implementers is not in line with the policy direction, then the process of implementing a policy will become increasingly difficult.



The most significant factor affecting policy implementation in this study is the bureaucratic structure. This can be seen from the t value calculated on the bureaucratic structure variable of 4.441, which is the highest value compared to the other three variables. Edward III (1980) argues that there are two main characteristics of bureaucracy, namely, first, work procedures and basic measures or called Standard Operating Procedures, which arise because of the limited time and resources of implementers and the desire for uniformity in work. All respondents in this study stated that there was already a Standard Operating Procedures that became a guideline for the implementation of the village fund policy and that the Standard Operating Procedures had been implemented properly. In the context of the current village fund policy, the Standard Operating Procedures commonly used are the instructions for the use of village fund contained in the Regulation of the Minister of Villages, Development of Disadvantaged Regions, and Transmigration Number 7 of 2023 concerning Details of Priorities for the Use of Village Fund and the Regulation of the Minister of Villages and Development of Disadvantaged Regions Number 2 of 2024 concerning Operational Guidelines for the Focus on the Use of Village Fund in 2025 as well as the instructions for the distribution of village fund contained in the Regulation of the Minister of Finance Number 145 of 2023 concerning Village Fund Management and the Regulation of the Minister of Finance Number 108 of 2024 concerning Allocation of Village Fund for Each Village, Use, and Distribution of Village Fund for Fiscal Year 2025. The existence of Standard Operating Procedures is important for policy implementation to ensure the achievement of objectives (Dewi & Suharto, 2020). Dewi and Suharto's (2020) research on the implementation of BUM Desa Policy in Wonogiri Regency revealed that the policy objectives for establishing BUM Desa in Wonogiri Regency have not been fully achieved due to the absence of Standard Operating Procedures that can be used as guidance for the development of BUM Desa.

The second characteristic is fragmentation. Fragmentation arises due to pressures from outside the bureaucratic unit, such as the legislature, interest groups, executive officials, the state constitution, and the nature of policies that affect the organization of the government bureaucracy. Edwards III (1980) explains that fragmentation is the spread of responsibility for a policy across several organizational units. From the data that has been processed, it is obtained that the division of tasks and responsibilities of policy implementers to carry out planning, distribution, and reporting on the use of village fund is clear and adequate. Because the bureaucracy is the party that carries out policies in the field, a clear and organized bureaucratic structure helps each implementer know their roles, responsibilities, and boundaries so that overlapping roles and conflicts between implementers that can hinder the success of policy implementation can be prevented. Furthermore, an ideal bureaucratic structure equipped with Standard Operating Procedures and a good coordination system can encourage successful policy implementation (Winarni & Yuanjaya, 2016).

## CONCLUSION

Entering the second decade of the village fund policy, problems in its implementation still persist. In Kediri Regency, based on partial analysis, the implementation of the village fund policy is significantly influenced by the Resource Variable (X2), Disposition (X3), and Bureaucratic Structure (X4). Meanwhile, the Communication Variable (X1) has no significant partial effect on implementation. Yet, when all four variables are tested simultaneously (F-test), the results indicate that Communication Variable (X1), Resource Variable (X2), Disposition Variable (X3), and Bureaucratic Structure Variable (X4) collectively have a significant influence on the implementation of the village fund policy in Kediri Regency. To enhance the effectiveness of village fund policy implementation in Kediri Regency, the



government should prioritize factors related to resources, disposition, and bureaucratic structure. Top management must establish clear Standard Operating Procedures and assign implementers' roles systematically, as this has the greatest influence on the success of policy implementation. Top management also needs to ensure that policy implementers have a perspective and vision that align with the implemented policy and policy makers, and maintain consistency in acting in line with the policy direction. Human resources that understand the policy, adequate authority resources to implement the policy, and sufficient facility resources, both in terms of quantity and quality, will also positively influence the effectiveness of policy implementation. The Communication Factor, although it does not have a significant influence on the implementation of village fund policy in Kediri Regency, its presence (as indicated by the F-test results) is necessary to support the other three factors. Therefore, neglecting this factor will reduce the significance of the influence of the other factors on the implementation of village fund policy in Kediri Regency. These findings can also serve as input for future research to explore how communication plays a role in strengthening the other factors so that they have a significant impact on policy implementation.

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