

## Key Factors of Success of Higher Education in Village Community Development

M. Yusuf Azwar Anas<sup>a\*</sup>, Adita Nafisa<sup>b</sup>,

<sup>a,b</sup>Raden Rahmat Islamic University, Indonesia

email: [yusufazwar9@uniramalang.ac.id](mailto:yusufazwar9@uniramalang.ac.id)

### ARTICLE HISTORY

Submitted:  
June 14, 2024  
Revised:  
December 20, 2024  
Accepted:  
December 24, 2024  
Available Online:  
December 24, 2024

### \* Correspondence Author

Name:  
M. Yusuf Azwar Anas  
e-mail:  
[yusufazwar9@uniramalang.ac.id](mailto:yusufazwar9@uniramalang.ac.id)

### ABSTRACT

The study's goal is to identify critical success elements in university-led village development programs. A quantitative technique was used, using a sample of 215 respondents. Respondents include residents and stakeholders involved in program execution. The data was gathered via a questionnaire. Factor analysis is used with the SPSS application to process data. That stakeholder commitment and communication with stakeholders are critical factors in determining the success of the village development initiative, for all stakeholders, campuses, and communities. Other aspects include local capacity and social capital. The study's contribution to the strategy of creating tourist villages, particularly the parties involved, including the government, NGOs, and universities, must pay attention to crucial criteria in order for the program to succeed. The study's new approach, in the form of an egalitarian and populist communication technique, can instill confidence and drive in village inhabitants to participate in village development.

**Keywords:** Community Development, Success Factors, and Village Development

### ABSTRAK

Penelitian bertujuan menentukan faktor kunci keberhasilan pada program pembangunan desa oleh perguruan tinggi. Pendekatan kuantitatif dengan 215 responden sebagai sampel. Responden meliputi warga dan stakeholder yang terlibat dalam implementasi program. Data dikumpulkan menggunakan kuesioner. Analisis faktor dengan aplikasi SPSS untuk mengolah data. Bahwa faktor komitmen stakeholder dan komunikasi dengan stakeholder menjadi kunci penting menentukan keberhasilan program pengembangan desa, baik stakeholder, kampus maupun komunitas. Faktor lain adalah faktor kapasitas lokal dan faktormodal sosial. Penelitian terbatas pada program yang diinisiasi oleh perguruan tinggi melalui program pengembangan desa wisata "Kampung Nanas". Kontribusi penelitian ini pada strategi pengembangan desa wisata, terutama para pihak baik pemerintah, NGO atau Perguruan tinggi yang terlibat pendamping atau akan mengembangkan desa perlu memperhatikan faktor-faktor penting agar program dapat berhasil. Keterbaruan penelitian ini berupa strategi komunikasi yang egaliter dan masyarakat mampu memberikan keyakinan dan motivasi warga masyarakat desa untuk terlibat dalam pembangunan desa. **Kata Kunci:** Pembangunan Komunitas; Faktor-faktor keberhasilan; Desa Wisata.



## INTRODUCTION

Development at various levels of society, both rural and urban, has the aim of increasing welfare. economic welfare is related to the principles of maximizing social welfare (Clarke & Islam, 2004). Society has expectations of welfare by meeting various basic needs such as education, health care, environmental standards, norms regarding working conditions, democratic rights, provision of welfare services, social benefits when unemployed (Pedersen & Rendtorff, 2010). The government's alignment with village development is realized by the village fiscal decentralization policy, so that the government prioritizes development and community services for the realization of village welfare (Sidik, 2015). Village community development is the main task of the government which has an obligation to improve the welfare of village communities. However, in general village development remains the responsibility of the local community. Community participation as the main actor in village development begins to identify, manage, apply and enjoy the results. Since the village fiscal decentralization policy was implemented, the village government has the authority to build and manage villages independently in accordance with the objectives of the village administration. At that time, many parties were involved in village development, especially universities which did have a community service role. This form of service is a form of responsibility to society. Especially dedication that prioritizes areas of expertise.

Universities have an important role in enhancing the development of village communities (Chankseliani et al., 2021) with various community service programs. Implementation of higher education tridharma aims to build community welfare (Clarke & Islam, 2004). Universities have a noble duty to the environment with the intervention of experts much needed for quality communities, so that various programs are offered to the community as part of the contribution of tertiary institutions to village development (Boni & Walker, 2016; McCowan, 2019). Throughout human history, higher education institutions have played an important role in society by educating elites and producing pioneering achievements in the sciences and humanities, so that university participation outside the elite, higher education has acquired greater potential to contribute to societal development (Chankseliani et al. al., 2021).

Higher education interventions in developing villages by increasing village leadership capacity with models needed according to local conditions. Rural college leaders make meaning out of development experiences, which often have rural roots and are familiar with the pros and cons of rural life; thus, leaders become great advocates for their campuses. The most common development experience is learning while working (Eddy, 2013). Universities also provide assistance to village communities to formulate their own needs for village development. So that universities play a role in helping students and community members to learn to understand the needs of their own lives (Reibling, 2006).

Village development is collectively influenced by five important factors, namely entrepreneurial leadership, resource support, government assistance, policy support and villager participation. There are two important things the framework must do, namely First is the "top-down path": When entrepreneurial leadership, resource support and government assistance are present, the village's collective economy will experience a high level of development, regardless of policy support and villager participation. The second solution is the "bottom-up path": When entrepreneurial leadership, villager participation and policy support are present and government support is absent, the village's collective economy will experience high levels of development, regardless of resource support (Hong et al., 2023). Universities can be involved in providing solutions to various village development problems to create competitive advantage, and provide various research results needed (OECD, 2008). The implementation of regional autonomy is a new hope for the government and village communities to develop their villages according to the needs and aspirations of the community. For most village government officials, autonomy is a new opportunity that can open space for creativity of village officials in managing the village (Daraba, 2017; Nawir et al., 2018; Salam et al., 2014)

It is important for various village development programs to analyze their level of success (Jääskeläinen & Sillanpää, 2013) so that the program runs well and is beneficial. Don't let the program being carried out go to waste and failure is not known with certainty, because proper measurement is not carried out (Poister & Streib, 1999). Inaccurate measurement of program success will lead to errors in building a strategy for implementing community development programs, so that the expected positive impact appears. as the benefit of the program it will turn into a failure. There are two key aspects that

can affect the success of the program, namely commitment at all levels of the organization and appropriate measurement tools according to organizational needs (Jääskeläinen & Sillanpää, 2013).

Measurement implementation is a critical phase that has many obstacles such as unclear instructions, guidelines and language (Coate, 1993), measurement distrust, lack of credibility and usability (Cavalluzzo & Ittner, 2004), lack of standards and timeliness, investment timeline and resources power (Polanen, 2005). Rantanen, Kulmala, Lönnqvist, & Kujansivu, (2007) considers that personnel do not understand the purpose of measurement development; too many responsible people lead to non-responsibility; personnel do not understand the usefulness of the program and ignore or reject it and overlapping programs hinder project measurement due to taking up resources. Various obstacles and obstacles in project implementation can be overcome if there is a clear and credible measurement so as to be able to provide clear stages and steps for further program development.

Program Community Development which is being developed by higher education institutions as part of community service it is very necessary to analyze several important factors that support success, so that they can be used as a strategy in making decisions Community Development. This study aims to analyze the success factors of the program Community Development in Palaan Village, Ngajum District, Malang Regency. In addition, research related to measuring program implementation has been carried out, especially in urban areas, to measure the performance of city governments (Poister & Streib, 1999b; Pollanen, 2005; Rantanen et al., 2007), so it is necessary to measure programs implemented in rural communities. which has a unique character and uniqueness.

Raden Rahmat Islamic University as a tertiary institution implements the tridharma of higher education, especially in community service programs, has carried out various programs that have been proclaimed in roadmap the development of the three pillars of the Khaira Ummah UNIRA Malang Initiative, namely: (1) Peace Education (Spirituality, Humanity, & Local Wisdom), (2) Social Enterprise (Entrepreneurship, Financial Inclusion, & Community Development), and (3) Green Technology (Food and Energy Independence, Environment, & Smart Technology). The collaboration that was built between Raden Rahmat Islamic University through the Research and Community Service Institute and Palaan Village in order to implement the Khayra Ummah Initiative, has been running for almost 3 years, one of the efforts is to build a community in order to build community welfare.

Community Development as a program that has been carried out by Raden Rahmat Islamic University in order to contribute to the development of community welfare. Community Development which was initiated by Raden Rahmat Islamic University through the Institute for Research and Community Service which has been implemented and has disbursed a very large financial budget for the sake of building a community as aspired by various parties. Program Implementation Community Development in Palaan Village, Ngajum District, it is important to analyze the level of success. What factors are the key to the success of higher education in building communities in rural areas. These key factors can be a guideline for higher education in assisting the community to build villages quickly, in accordance with the ideals and direction of development.

## LITERATURE REVIEW

### Village Community Development

Community refers to certain social relations in the space of one's life, which, it is said, function both as a means to achieve social welfare and as a definition, or end of its realization" (Wilkinson, 1979). Nonetheless, the community is clearly positioned as the main causal factor in personal growth. Community is defined as an area that encompasses not only cities and neighborhoods, but is also close to businesses focused on job training, as well as current and future suppliers, customers and other stakeholders around the world (Burke, 1999). Wilkinson also offers several reasons why community is an important causal factor. These are arrangements for individual contact with society; global (i.e. complete) in an institutional sense (Hillery, 1968) it is a major realm of social experience outside the family; it is an important aspect of an individual's self-concept; it is the arena of direct expression of the fundamental disposition of man towards association; and it can foster a certain attitude of collective responsibility (Wilkinson, 1979). Community development is seen as activities aimed at strengthening the "community field" in the form of actions by people that open and maintain channels of communication and cooperation among local groups (Summers, 1986). Community is one of "the whole

series of secondary groups close enough to individuals to draw them firmly into their sphere of action and to drag them in this way into the general flow of social life. Although (Rubin, 1969) follows the same line of reasoning and goes on to argue that communities may have non-territorial loci, he does not exclude territorial communities. From this point of view, the creation and maintenance of social structures, territorial and non-territorial, which mediate between the individual and society, is essential for human well-being. Community development requires attention to this integrative structure (Summers, 1986).

Rural community development is a planned intervention to stimulate social change for the explicit goal of "the betterment of the people". This global desire to improve the conditions of human existence seems to enjoy a virtual consensus. The focus of rural community development is on the quality of life, or well-being, of people living in sparsely populated areas (Summers, 1986).

Citizen participation is not synonymous with community development, but is a means to realize the humanistic aspects of community development, because community development can only be maintained effectively through public involvement. Increasing recognition of the government's limitations to "do for the people" seems to be driving the rise of self-help efforts among all segments of the population (Dillman & Hobbs, 2019).

Higher levels of education contribute to local economic development in a number of ways. First, an educated workforce facilitates adoption of new ways of producing goods or providing services among local businesses. Second, potential employers may view an educated local workforce as an asset when choosing between alternative locations for a new establishment. Both factors can help increase the odds community to attract new business, especially those businesses that require highly skilled employees. Finally, higher levels of education are almost always tied to specific geographic groups of key industries, which in some cases has resulted in large economic growth in rural areas. (Gibbs, 2005; Ward et al., 2005).

In the context of accelerating Siangan Village, Gianyar Regency as a Tourism Village. Tourism village is one of the potential development concepts area that can be developed and make a positive contribution to society. In building a tourist village, the most important thing is the commitment between the government and village officials, community leaders, and village organizations to make the village a tourism village. The need for the role of academics to provide tourism village literacy to the assisted village communities is the background for holding this activity. Siangan Gianyar Village has the potential to be developed as a Tourism Village. Sisian Village has a lot of cultural heritage that needs to be promoted and developed as a tourist attraction to improve the welfare of the people of Siangan Village and the surrounding villages. After determining the potential of the village, to become a tourist village, it must have a tourism product or what is called a tourist destination. Destinations relate to a place or area that has advantages or characteristics to attract tourists. Characteristics can be geographical or cultural, such as mountains, seas, hills, expanses of savanna, local culture such as regional dances, traditional celebrations, and so on. To create a leading tourist destination, before a destination is introduced and sold such as a tourist village, four main aspects must be assessed first, namely Attractions, Accessibility, supporting facilities, and Support. Tourist destinations as tourist attractions to visit and enjoy are very important to note because the selling point of tourist attractions is the destination (Sara et al., 2021).

The results showed that in the implementation of the Tourism Village in Bleberan (2010-2014), the village's original income significantly increased. This cannot be separated from the role of social capital owned well-developed residents such as Village Organizations, Beliefs, Norms, and Networks. However, BUMDes management is considered ineffective because it has not been managed in a transparent and accountable manner. Then, the effort to realize an independent village also faces social challenges, namely jealousy between hamlets regarding the assistance funds provided and the emergence of economic actors around the tourist area who come from families with well-established economies. (Urine, 2015).

Community Development or what is often referred to as Community Driven Development (CDD) is an effort to build community welfare in a planned and systematic way, by gathering community initiative and participation. Implementation of cooperation programs community development has three systems, namely the first is cooperation between community organizations and local communities or city governments, the second is collaboration between community organizations (community-based organizations) with private organizations (NGOs or companies) and the third is direct collaboration

between community organizations and the central government or with central funds.

Tanaka (2007) states that this CDD is a development of Community Based Development (CBD). If the CBD focuses on various community-based ways and actions in the program process with an emphasis on local methods and resources owned by the community. So CDD is an organized effort with a development pattern that includes broader activities. For example, CBD projects can cover everything from simple information sharing to the social, economic and political empowerment of community groups. CDD has a character that is in accordance with the purpose of empowerment, the main characteristic in CDD besides actively involving the community in planning, managing and implementing projects. CDD has an emphasis on decision making and managing activity resources at almost all stages of the program.

There are 5 main characteristics in CDD which will provide an explanation of how the community is positioned in a program. There are five main characteristics of CDD projects according to Word Bank (2011): 1. Implementation of CDD seeks to involve community-based organizations or institutions and representatives from the community who are considered to know the conditions in the community there. This focus on community means that an important characteristic of CDD projects is that the beneficiaries or grantees of implementation are community agents; 2. CDD activities through community-owned or locally owned community-based organizations responsible for participatory design and planning of sub-projects; 3. The main characteristic of the CDD project is that as an empowerment effort, the CDD program trains the community to be able to access, control and manage resources. In this case the community is given the authority to manage the program according to the needs and objectives to be achieved; 4. Communities are directly involved in the implementation of sub-projects. Often community participation comes directly in the form of labor or funds. However, communities may also contribute to sub-projects indirectly in the form of management and supervision of contractors or operation and maintenance of infrastructure when completed; and 5. Elements of community-based monitoring and evaluation have been characteristic of CDD sub-projects. Most commonly used are social accountability tools such as participation monitoring, community score cards and complaint handling systems that enable communities to ensure accountability for CDD implementation (Resnawaty & Darwis, 2018).  
Community Driven Development Factors

Development success can be characterized by CDC's contribution to increasing population access to financial resources, physical resources, human resources, economic opportunities, and political influence. Factor analysis identified three critical success factors: a supportive community environment, measurable results of project management by village organizations and community involvement in project management. Organizational factors such as top management's commitment to the use of performance information, decision-making authority, and training as performance measurement techniques have a significant positive influence on the development and use of measurement systems (Cavalluzzo & Ittner, 2004), so that organizational strength becomes very important in building society.

Several organizations have determined the organizational attributes that appear to directly influence the success of outcomes Community Development is a function of five organizational characteristics: (1) organizational size (budget and staff), (2) activity priorities, (3) program and project experience, (4) leadership stability, and (5) development strategy clarity (Gittel & Wilder, 1999). Other measurement indicators are competent program team, support from the environment, implementation approach, availability of resources, policies and procedures, communication with stakeholders, Local Capacity, Effective communication, Commitment Stakeholder (Yalegama et al., 2016), and Social Capital (Baynes et al., 2015).

## RESEARCH METHODS

Palaan Village is located in the Ngajum sub-district, Malang Regency. The village has a total land area of 3,402 km<sup>2</sup> which is located at latitudes 6°30' and 7°54' north and longitudes 6°54' and 7°54' east. This area consists of 2 hamlets namely Sukoyuwono hamlet and Palaan hamlet and a population of 2,650 people. Quantitative approach with a sample size of 209, selected by purposive random sampling. The number of respondents in this study is described in the following table:

Table 1. Composition of Respondents.

| No     | Respondent                            | Sum | %   | Cumulative |
|--------|---------------------------------------|-----|-----|------------|
| 1      | Bumdes Manager                        | 4   | 2%  | 2%         |
| 2      | Village government                    | 10  | 5%  | 7%         |
| 3      | LMD Member                            | 10  | 5%  | 11%        |
| 4      | Organizational Members in the Village | 45  | 22% | 33%        |
| 5      | Farmers                               | 53  | 25% | 58%        |
| 6      | Public                                | 87  | 42% | 100%       |
| Amount |                                       | 209 |     | 100%       |

Source: Processed data by SPSS versi 25 (2023)

Respondents in this study were represented by various layers of society who had their respective focused roles. These community groups actually become actors in the village community development process. In general, community groups gave more responses, namely 42%, the second group were farmers, because they were also beneficiaries of village community development programs. Respondents who come from village government members of Village Consultative Institutions (LPMD) and managers of Village-Owned Enterprises (Bumdes) are 5% or less, but this data is very representative because it shows the total number of these groups. Community development programs are assessed through several critical success factors identified from the community's perspective, based on the community's assessment of the importance of the factors in achieving program success. Data collection was carried out by distributing questionnaires to stakeholder. Questionnaire as a data collection instrument with questions to gather information from respondents about the success factors of community development presented by Gittel & Wilder, (1999) and Baynes et al., (2015). which appear to directly influence the results of Community Development.

Factor analysis to determine the underlying factors and their relative strengths. Although many factors influence rural development, only the most important variables are considered. That variable is: (X1) Activity priority; (X2) Competent and experienced program team; (X3) Leadership stability, and (X4) Clarity of development and implementation strategy; (X5) Support from the environment; (X6) Availability of resources; (X7) Local Capacity; (X8) Effective communication with Stakeholder; (X9) Commitment Stakeholder, and (X10) Social Capital.

The 10 key indicators will be developed into several question items for each indicator. Respondents' responses were measured using a five-point Likert scale between not important to very important. Data will be analyzed using descriptive analysis assisted by software SPSS. By using the same approach as adopted by Chileshe & Kikwasi, (2014) the average values obtained are explained as follows:  $1.00 \geq 1.80$  (not important),  $1.80 \geq 2.60$  (not too important),  $2.60 \geq 3.40$  (average),  $3.40 \geq 4.20$  (important) and  $4.20 \geq 5.00$  (very important). Next, an analysis of the main/key factors that will be the success of the program will be carried out. Factor analysis using SPSS version 25 was used to process the data.

## RESULTS AND DISCUSSION

This section concentrates on analyzing several important factors that are factors in building a village community. Several programs and village assistance carried out by Raden Rahmat Islamic University were analyzed for the level of importance of each factor. These factors affect the development of village communities, especially Palaan Village, Ngajum District, Malang Regency. The value resulting from the average score is then classified with a single point or a number that changes from 1 to 5 in the verbal scaling expression (Chileshe & Boadua Yirenkyi-Fianko, 2012). Several factors analyzed are shown in the following table:

Table 2. Factor level of importance

| Variable | Factors  | Mean   | Information    |
|----------|--|--------|----------------|
| X1       | Activity priority                                  | 4,5024 | Very important |
| x2       | Competent and experienced program team             | 4,1005 | Important      |
| X3       | Leadership stability                               | 4,0909 | Important      |
| X4       | Clarity of development and implementation strategy | 4,0574 | Important      |
| X5       | Support from the environment                       | 3,9569 | Important      |
| X6       | Availability of resources                          | 4,1340 | Important      |
| X7       | Local Capacity                                     | 3,7033 | Important      |
| X8       | Effective communication with <i>Stakeholder</i>    | 4,2632 | Important      |
| X9       | Commitment <i>Stakeholder</i>                      | 4,4928 | Very important |
| X10      | Social Capital.                                    | 4,1627 | Important      |

Data source processed by SPSS Version 25 (2023)

The results of calculating the average (mean) for variables X1-X10 show that there are two variables that have very important values, namely Variable X1 (Program priority) with an importance value of 4.5024. and X10 (Stakeholder Commitment) has an interest value of 4.4928. Some of these factors can be grouped into two major factors that can be used to build village communities.

Tabel 3. Rotated Factor Matrix

| Variable   | Factor 1 | Factor 2 |
|--|----------|----------|
| Local Capacity                                     | .958     |          |
| Competent and experienced program team             | .793     |          |
| Social Capital                                     | .685     |          |
| Support from the environment                       | .598     |          |
| Clarity of development and implementation strategy | .492     |          |
| Effective communication with Stakeholders          |          | .869     |
| Committee Stakeholder                              |          | .590     |
| Availability of resources                          |          | .576     |
| Activity Priority                                  |          | .544     |
| Leadership stability, and                          |          | .532     |

Source: data processed by SPSS Version 25 (2023)

Table 4. The Underlying Dimensions of Community Development

| Factor | Description  | Eigenvalue | % of Variance | Cumulative % of Variance |
|--------|--|------------|---------------|--------------------------|
| 1      | Ability to formulate strategic planning and implementation         | 4.594      | 45.935        | 45.935                   |
| 2      | Ability to communicate with stakeholders and commitment to results | 1.704      | 17.042        | 62.977                   |

Source: Processed from SPSS Version 25 (2023)

Factor analysis succeeded in reducing 10 independent variables into 2 factors underlying rural development with a cumulative percentage of 63% so that only 37% of the total variable variance remained unexplained. Factor 1 has a significant load on 5 variables, namely X7 (Local Capacity), X2 (Competent and experienced Program Team), X10 (Social Capital), X5 (Support from the environment) and X4 (Clarity of strategy development and implementation) and contributes total variance of 46%. Village community development needs to involve local capacities owned by local villages, such as tourism potential, agricultural potential and economic development potential and perhaps to link political economy approaches with rural development with the conceptualization of social capital



(Bebbington et al., 2006). Village development also needs to be supported by a competent and experienced Program Team as well as a clear development and implementation strategy.

Factor 2 also has a significant variable load of 5 variables. The five variables are X8 (Effective communication with Stakeholders), X9 (Stakeholder Commitment), X6 (Availability of resources), X1 (Priority of Activities), and X3 (Leadership stability) and contribute 17.04% of the total variance. The influence of all stakeholder groups on organizational values, beliefs, policies, decisions, and management is increasing and driving the power of stakeholders, and proposing steps organizations can take to manage increasingly complex relationships. Structure to build communication and strengthen stakeholder requires a process designed to: Listening, informing, managing agreements/disagreements, learning together, influencing and being influenced (Scholes & Clutterbuck, 1998)

The results of the assistance provided by tertiary institutions in building village communities to be more prosperous is a challenge in itself. The challenge for external tertiary institutions is to provide interventions to village communities so that community development can be sustainable. Research that involves stakeholders to find out what important factors from various village community development factors can be used as the basis for sustainable village development. Stakeholders involved include Village-Owned Enterprise Managers, Village Government, LPMD Members, Members of Village Organizations, Farmers' Groups and the Community.

The focus on village development has many aspects that must be resolved, starting from poverty, health, education, lack of clean water, unemployment, poor village infrastructure, lack of access to information and so on (Setya Yunas, 2019). Various village problems must also be resolved by the village government, for this reason determining the priority scale in development is very important (Saaty, 1994). Some of the important indicators analyzed are Availability of resources, Policies and procedures, Communication with Stakeholders, local capacity, Effective communication, Commitment *Stakeholder* (Yalegama et al., 2016), and Social Capital (Baynes et al., 2015). Some of these indicators show things that are very important to pay attention to. However, based on the average value in Table 2. The importance level factor shows that The commitment of various parties in building is very important so that the development program can be completed and achieve maximum results.

Commitment from the parties will produce human behavior that is consistent and related to interests and has a straight line with goals (Becker, 1960). Stakeholder commitment becomes very important, so that failure of the program can be avoided. From the start, proper strategic planning is required. As more strategic planning components (mission, vision, external environmental scanning/due diligence, financial and resource commitments, and human resource procedures) are left unaddressed, uncertainty increases, which can lead to failure. However, all these problems were exacerbated by increasing power mismatches and the spread of politics. This is also exacerbated by internal and external communication problems (including promotion/marketing) (Magnusdottir et al., 2023; Parent & Séguin, 2007). So that the involvement of stakeholders to create value together will encourage the long-term survival of the organization (Freeman & Velamuri, 2006), and the sincerity of the commitment of stakeholders and based on ethics will strengthen the commitment on an ongoing basis together (Minoja, 2012).

#### Preparation of Village Community Development Planning

The first important factor in building a village community is the university assistance program knowing that other parties who will provide interventions in the village development program are designed with a directed and clear planning arrangement. The preparation of village development plans is very important to pay attention to the social capital owned by the local village. Social capital, measured by the networks, norms, and beliefs passed on among long-term rural acquaintances, plays an important role in community development. Village collectives can unite villagers and mobilize social, cultural and material capital to compensate for formal governance institutions and government-provided community services (Bebbington et al., 2006; Tong et al., 2021). Planning prepared by a team of experts is very important to pay attention to the local capacity owned by the village. Broader societal participation expands the possibilities open to local government and provides a basis for maintaining capacity over time (Bentz & Shapiro, 1998). The results of this study indicate that building a village community requires a comprehensive plan that involves various parties and is informed to the community.



Ability to communicate with stakeholders and commitment to results

The second factor in community building which is an important factor in building village communities is the ability of program leaders or the village government to communicate with stakeholders. Effective communication means that the information conveyed can be well received by stakeholders. Various forms of communication can be done by creating various forums. The forum was attended by various parties including village officials, the community and a team of experts. In addition to presenting various programs at this forum, it is also a medium to explore potential and strengthen relationships between stakeholders. Stakeholders believe that it is important to decide on the composition of the team members involved, before selecting the members. Members must have management experience or board membership. Diversity within committees is also seen as important, as it can influence overall diversity and inclusion at the board level (Magnusdottir et al., 2023). The results of this study provide important insights and understanding for the parties to build a village community. It is necessary to pay attention to written commitments from various parties to achieve goals together.

## CONCLUSIONS AND RECOMMENDATIONS

This article concludes that there are two key factors that must be considered in building a village community based on the average score, namely first, the priority of programs or activities to be carried out so that development has a focus that can be supported together. Both stakeholder commitments are very important to consider, because in building a village community, support from various parties is needed, including the village government, community, local government and also universities. The results of this study also show that 10 supporting factors for village community development can be grouped into two factors, namely the preparation of a village community development plan and the ability to communicate with stakeholders and commitment to results. This study is limited to one village, namely Palaan Village, Ngajum District, Malang Regency. This study is still general in nature. Further research needs to increase the number of village locations in order to find accurate and more in-depth information. Further suggestions need to be focused on one of the programs that have been implemented, such as the tourism village development program.

## BIBLIOGRAPHY

- Baynes, J., Herbohn, J., Smith, C., Fisher, R., & Bray, D. (2015). Key factors which influence the success of community forestry in developing countries. *Global Environmental Change*, 35, 226–238. <https://doi.org/10.1016/j.gloenvcha.2015.09.011>
- Bebbington, A., Dharmawan, L., Fahmi, E., & Guggenheim, S. (2006). Local Capacity, Village Governance, and the Political Economy of Rural Development in Indonesia. *World Development*, 34(11), 1958–1976. <https://doi.org/10.1016/j.worlddev.2005.11.025>
- Becker, H. S. (1960). Notes on the Concept of Commitment. *American Journal of Sociology*, 66(1), 32–40. <https://doi.org/10.1086/222820>
- Bentz, V. M., & Shapiro, J. J. (1998). *Mindful inquiry in social research*. Sage.
- Boni, A., & Walker, M. (2016). *Universities and global human development: Theoretical and empirical insights for social change*. Routledge, Taylor & Francis Group.
- Burke, E. M. (1999). *Corporate community relations: The principle of the neighbor of choice*. Quorum Books.
- Cavalluzzo, K. S., & Ittner, C. D. (2004). Implementing performance measurement innovations: Evidence from government. *Accounting, Organizations and Society*, 29(3–4), Article 3–4. [https://doi.org/10.1016/S0361-3682\(03\)00013-8](https://doi.org/10.1016/S0361-3682(03)00013-8)
- Chankseliani, M., Qoraboyev, I., & Gimranova, D. (2021). Higher education contributing to local, national, and global development: New empirical and conceptual insights. *Higher*

- Education*, 81(1), 109–127. <https://doi.org/10.1007/s10734-020-00565-8>
- Chileshe, N., & Boadua Yirenskyi-Fianko, A. (2012). An evaluation of risk factors impacting construction projects in Ghana. *Journal of Engineering, Design and Technology*, 10(3), 306–329. <https://doi.org/10.1108/17260531211274693>
- Chileshe, N., & Kikwasi, G. J. (2014). Risk assessment and management practices (RAMP) within the Tanzania construction industry: Implementation barriers and advocated solutions. *International Journal of Construction Management*, 14(4), 239–254. <https://doi.org/10.1080/15623599.2014.967927>
- Clarke, M., & Islam, S. M. N. (2004). Economic Growth And Social Welfare In Thailand. In M. Clarke & S. M. N. Islam (Eds.), *Contributions to Economic Analysis* (Vol. 262, pp. 11–46). Emerald Group Publishing Limited. [https://doi.org/10.1108/S0573-8555\(2004\)0000262007](https://doi.org/10.1108/S0573-8555(2004)0000262007)
- Coate, E. (1993). The introduction of Total Quality Management at Oregon State University. *Higher Education*, 25(3), Article 3. <https://doi.org/10.1007/BF01383856>
- Daraba, D. (2017). Pengaruh Program Dana Desa Terhadap Tingkat Partisipasi Masyarakat Di Kecamatan Galesong Utara Kabupaten Takalar. *Sosiohumaniora*, 19(1). <https://doi.org/10.24198/sosiohumaniora.v19i1.11524>
- Dillman, D. A., & Hobbs, D. J. (2019). *Rural society in the U.S.: Issues for the 1980s*. Routledge.
- Eddy, P. L. (2013). Developing Leaders: The Role of Competencies in Rural Community Colleges. *Community College Review*, 41(1), 20–43. <https://doi.org/10.1177/0091552112471557>
- Freeman, R. E., & Velamuri, S. R. (2006). *A new approach to CSR: Company stakeholder responsibility*. Springer.
- Gibbs, R. (2005). *Education as a rural development strategy*.
- Gittell, R., & Wilder, M. (1999). Community Development Corporations: Critical Factors That Influence Success. *Journal of Urban Affairs*, 21(3), 341–361. <https://doi.org/10.1111/0735-2166.00021>
- Hillery, G. A. (1968). *Communal organizations: A study of local societies*. University of Chicago Press.
- Hong, R., Zhan, M., & Wang, F. (2023). What determines the development of a rural collective economy? A fuzzy set qualitative comparative analysis (fsQCA) approach. *China Agricultural Economic Review*. <https://doi.org/10.1108/CAER-12-2021-0244>
- Jääskeläinen, A., & Sillanpää, V. (2013). Overcoming challenges in the implementation of performance measurement: Case studies in public welfare services. *International Journal of Public Sector Management*, 26(6), 440–454. <https://doi.org/10.1108/IJPSM-12-2011-0014>
- Magnusdottir, H., Arnardottir, A. A., & Sigurjonsson, T. O. (2023). Selecting Nomination Committee Members—Stakeholders’ Perspective. *Sustainability*, 15(6), 5595. <https://doi.org/10.3390/su15065595>
- McCowan, T. (2019). *Higher education for and beyond the sustainable development goals* (1st ed. 2019). Palgrave Macmillan.
- Minoja, M. (2012). Stakeholder Management Theory, Firm Strategy, and Ambidexterity.

- Journal of Business Ethics*, 109(1), 67–82. <https://doi.org/10.1007/s10551-012-1380-9>
- Nawir, R., Maulana, R., Nuryamin, M., & Husain, T. (2018). Implementation Program of Poor Rice Copyright. *The International Conference On Social Sciences And Humanities 2018*.
- OECD. (2008). *Higher Education Management and Policy, Volume 20 Issue 2* (Vol. 20). OECD Publishing. <https://doi.org/10.1787/hemp-v20-2-en>
- Parent, M. M., & Séguin, B. (2007). Factors That Led to the Drowning of a World Championship Organizing Committee: A Stakeholder Approach. *European Sport Management Quarterly*, 7(2), 187–212. <https://doi.org/10.1080/16184740701353372>
- Poister, T. H., & Streib, G. (1999a). Performance Measurement in Municipal Government: Assessing the State of the Practice. *Public Administration Review*, 59(4), 325. <https://doi.org/10.2307/3110115>
- Poister, T. H., & Streib, G. (1999b). Performance Measurement in Municipal Government: Assessing the State of the Practice. *Public Administration Review*, 59(4), Article 4. <https://doi.org/10.2307/3110115>
- Pollanen, R. M. (2005). Performance measurement in municipalities: Empirical evidence in Canadian context. *International Journal of Public Sector Management*, 18(1), Article 1. <https://doi.org/10.1108/09513550510576125>
- Rantanen, H., Kulmala, H. I., Lönnqvist, A., & Kujansivu, P. (2007). Performance measurement systems in the Finnish public sector. *International Journal of Public Sector Management*, 20(5), Article 5. <https://doi.org/10.1108/09513550710772521>
- Reibling, L. A. (2006). *The Community College Enterprise*.
- Resnawaty, R., & Darwis, R. S. (2018). Community Driven Development Dalam Implementasi Corporate Social Responsibility oleh PT. Pertamina Subang. *Share: Social Work Journal*, 8(1), 64. <https://doi.org/10.24198/share.v8i1.16426>
- Rubin, I. (1969). Function and structure of community: Conceptual and theoretical analysis. *International Review of Community Development*, 21(22), 111–112.
- Saaty, T. L. (1994). Highlights and critical points in the theory and application of the Analytic Hierarchy Process. *European Journal of Operational Research*, 74(3), 426–447. [https://doi.org/10.1016/0377-2217\(94\)90222-4](https://doi.org/10.1016/0377-2217(94)90222-4)
- Salam, R., Rosdiana, S., & Akib, H. (2014). The Impact Of Policy on Region Expansion to Office Administrative Services in Barombong Subdistrict of Gowa District. *International Conference on Mathematics, Sciences, Technology, Education and Their Applications*, 1(1), 505.
- Sara, I. M., Saputra, K. A. K., & Larasdiputra, G. D. (2021). Community Service Activities For Development Of Potential Tourism Villages In Bali (A Study Based On Community Service In Siangan Village, Gianyar). *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(4), 6358–6369.
- Scholes, E., & Clutterbuck, D. (1998). Communication with stakeholders: An integrated approach. *Long Range Planning*, 31(2), 227–238. [https://doi.org/10.1016/S0024-6301\(98\)00007-7](https://doi.org/10.1016/S0024-6301(98)00007-7)
- Setya Yunas, N. (2019). Implementasi Konsep Penta Helix dalam Pengembangan Potensi Desa melalui Model Lumbung Ekonomi Desa di Provinsi Jawa Timur. *Matra Pembaruan*,

- 3(1), 37–46. <https://doi.org/10.21787/mp.3.1.2019.37-46>
- Sidik, F. (2015). Menggali Potensi Lokal Mewujudkan Kemandirian Desa. *JKAP (Jurnal Kebijakan Dan Administrasi Publik)*, 19(2), 115. <https://doi.org/10.22146/jkap.7962>
- Summers, G. F. (1986). Rural Community Development. *Annual Review of Sociology*, 12(1), 347–371. <https://doi.org/10.1146/annurev.so.12.080186.002023>
- Tong, D., Wu, Y., MacLachlan, I., & Zhu, J. (2021). The role of social capital in the collective-led development of urbanising villages in China: The case of Shenzhen. *Urban Studies*, 58(16), 3335–3353. <https://doi.org/10.1177/0042098021993353>
- Ward, N., Atterton, J. H., Kim, T.-Y., Lowe, P. D., Phillipson, J., & Thompson, N. (2005). Universities, the knowledge economy and 'neo-endogenous rural development'. *CRE Discussion Paper*.
- Wilkinson, K. P. (1979). Social well-being and community. *Journal of the Community Development Society*, 10(1), 5–16. <https://doi.org/10.1080/15575330.1979.9987075>
- Yalegama, S., Chileshe, N., & Ma, T. (2016). Critical success factors for community-driven development projects: A Sri Lankan community perspective. *International Journal of Project Management*, 34(4), Article 4. <https://doi.org/10.1016/j.ijproman.2016.02.006>