Published by Amerta Foundation Human Superior

DOI: 10.65246

p-ISSN 3063-9840 | e-ISSN 3063-8194

GoodWill Journal of Economics, Management, and Accounting

journal homepage: https://jurnal.amertainstitute.com/index.php/GoodWill/index



The Role of Village Facilitators in Community Empowerment in Kenanti Village, Tambakboyo District, Tuban Regency

Muhammad Andry Dwi Prabowo, Suyitno, Rizky Wahyudha Rosiawan, Rudi Wibowo
Faculty of Economics and Business, Muhammadiyah University of Lamongan
Email: andryprabowo16@gmail.com

ARTICLE INFO

Keywords:
Community Empowerment; The Role of Village Facilitators ; Village Community; Kenanti Village

Publication History:
Received: 20 April 2026
Screening: 20 May 2026
Review: 21 July 2026
Revision requested: 26 July 2026
Revised: 20 August 2026
Accepted: 30 October 2026

ABSTRACT

This study aims to analyze the role of village facilitators in community empowerment in Kenanti Village, Tambakboyo District, Tuban Regency, and to identify factors that influence the effectiveness of this role. This study uses a descriptive qualitative approach, located in Kenanti Village, which is known to have an active village facilitation program. The research subjects included village facilitators, village officials (Village Head, Village Secretary, BPD Chair), and local community representatives (community leaders, business group leaders, program beneficiaries). The sampling technique used purposive sampling with the principle of data saturation. Data collection techniques included in-depth interviews, field observations, and documentation studies. Data analysis used the Miles & Huberman model which includes data reduction, data presentation, and conclusion drawing/verification. Data validity was guaranteed through triangulation of sources, techniques, and time, as well as member checking. The results showed that village facilitators carry out four main roles in community empowerment in Kenanti Village, namely as facilitators, motivators, liaisons, and technical assistants. This role is realized in concrete programs such as the construction of a Final Disposal Site (TPA) for waste for health issues and stunting prevention, the construction of kiosks to strengthen the village economy, and the construction of sports infrastructure (volleyball courts). The effectiveness of the village facilitator's role is influenced by two main factors: (1) the competence and ability of the village facilitator (technical, managerial, and communication capacity); and (2) the level of community participation and trust in the village facilitator. The role of the village facilitator as a facilitator, motivator, liaison, and technical assistant is very important in the community empowerment process, but its effectiveness depends on the synergy between the facilitator's competence and community involvement. These two elements are interrelated and must be considered together to increase the success of the empowerment program.

1. Introduction

Community empowerment is one of the main axes of civil society organizations at the village level (Wibowo et al., 2026). Through empowerment, it is hoped that it can increase the power and autonomy of communities in managing natural resources and human resources (Mardatillah et al., 2024). This is in accordance with the objectives of Law Number 6 of 2014 concerning Villages, which emphasizes the importance of village community empowerment as one of the priorities of village development . This law is a form of state recognition of the existence of villages as government entities that have original rights, autonomy rights, and the authority to manage themselves.

In an effort to strengthen rural communities, the government has appointed village facilitators to assist and encourage communities in various aspects of development (Wibowo et al., 2026). Village facilitators play a crucial role in encouraging community participation, developing local institutional capacity, and facilitating community access to development resources (Widyaningsih et al., 2024). The presence of village facilitators is expected to strengthen the relationship between villagers and the village government so that the empowerment process can continue sustainably (Fitri, 2019).

However, in practice, the role of village facilitators in community development is often

DOI: 10.65246

ineffective. Several studies have shown various problems, such as ineffective coordination between village facilitators and the village government, and limited resources available to village facilitators (Nathasya, 2024). Another related issue is limited public awareness of the activities and achievements of village facilitators. Communities often view village facilitators solely as providers of assistance or programs, without understanding their role as facilitators and motivators in the empowerment process.

In village development, village facilitators play a crucial role in encouraging community participation and autonomy. They can facilitate the community in identifying potential and problems within the village, as well as assist in developing development plans and strategies tailored to community needs (Mardatillah et al., 2024). Furthermore, village facilitators also play a role in facilitating community access to development resources, such as information, technology, and financial resources (Aprianti et al., 2025). This is crucial for supporting community independence in managing their potential (Elisa et al., 2026). Community empowerment through the work of village facilitators is also believed to promote social justice and equitable development at the village level. With the presence of village facilitators, marginalized communities can gain better access to development resources and participate in the decision-making process (Wibowo & Dewi, 2026).

Kenanti Village, Tambakboyo District, Tuban Regency, was chosen as the research location because it is one of the villages with an active mentoring program with various ongoing empowerment programs, ranging from the construction of a final waste disposal site (TPA), the construction of kiosks for economic strengthening, to the construction of sports infrastructure. As a coastal village in northern East Java with an area of 18.20 hectares, Kenanti Village faces special challenges related to coastal waste management, public health, and local economic development. This context makes Kenanti Village an interesting case to understand the dynamics of community empowerment by village facilitators.

Based on the description above, the problem formulation in this study is: (1) what is the role of village facilitators in community empowerment in Kenanti Village, Tambakboyo District, Tuban Regency; and (2) what are the factors that influence the effectiveness of the role of village facilitators in community empowerment in Kenanti Village. The purpose of this study is to analyze the role of village facilitators in community empowerment and identify the factors that influence the effectiveness of this role, so that it can provide input and recommendations for the village government, the Ministry of Villages, PDTT, and other stakeholders in increasing the effectiveness of the village facilitation program.

2. Literature Review

2.1. Conceptual and Theoretical Foundations

2.1.1. Community Empowerment

Community empowerment is the process of providing power or strength to the community to identify and resolve the problems they face (Lukman et al., 2026). According to (Wibowo et al., 2026), community empowerment is an effort to make the community independent through the realization of their potential abilities. Community empowerment can also be interpreted as an effort to improve the dignity of the community layers that in their current condition are unable to escape the trap of poverty and backwardness (Dewi et al, 2026). According to (Elisa et al., 2026), community empowerment includes increasing the ability, independence, and participation of the community in village development. This concept places the community as the subject of development, not the object, so that they have control over the direction and results of the development carried out.

2.1.2. The Role of Village Companions

A village facilitator is someone whose job is to guide, facilitate, and assist village communities in the planning, implementation, and evaluation of village development programs (Mardatillah et al., 2024). According to PDTT Ministerial Regulation Number 3 of 2015, the roles of village facilitators include: (a) facilitating the implementation of Village Deliberations (Musdes) and the village development planning process; (b) assisting villages in implementing village development and community empowerment activities; (c) ensuring that village administration, village finances, and village assets are managed properly; (d) facilitating community complaints regarding the implementation of village governance; (e) supervising and monitoring the

DOI: 10.65246

implementation of village development and community empowerment; and (f) providing reports on the implementation of assistance to the sub-district head and the Regency/City Community and Village Empowerment Service (DPMD).

According to the Ministry of Villages, Development of Disadvantaged Regions and Transmigration, the role of village facilitators includes facilitation, coordination, advocacy, and community empowerment in the village. In practice, this role can be categorized into four main dimensions: (a) facilitators who help communities identify potential and develop development plans; (b) motivators who encourage active community participation; (c) liaisons who establish collaboration between village governments, relevant institutions, and the community; and (d) technical facilitators who provide technical assistance in infrastructure development and economic development.

2.1.3. Supporting and Inhibiting Factors for the Effectiveness of the Role of Village Facilitators

The effectiveness of the village facilitator's role is influenced by supporting and inhibiting factors. Supporting factors include government policy support, resource availability, partnerships with various parties, village facilitator competence, and community participation (Akhmad et al., 2025) . Conversely, inhibiting factors include community resistance to new programs, limited financial and technical resources, poor coordination between parties, and low managerial capacity of village facilitators.

2.1.4. The Role of Village Facilitators in Community Empowerment

The role of village facilitators in community empowerment can be achieved through several aspects: (a) facilitating and assisting in the village development planning process; (b) assisting in the implementation of development and community empowerment; (c) supervising and monitoring programs; and (d) strengthening community capacity through training, mentoring, and education. Through these activities, village facilitators are expected to encourage community participation, increase community capacity, and contribute to community empowerment in the village.

2.2. Empirical Study Review

Several empirical studies have examined the role of village facilitators in community empowerment across various village contexts in Indonesia. Dewi et al. (2025) examined Sumbersari Village, Sawoo District, Ponorogo Regency using a case study and found that village facilitators play a crucial role in encouraging community participation in development and empowerment activities. Their roles include facilitator, mediator, and motivator for the village community. However, this study identified major obstacles, including a lack of coordination with the village government and limited managerial skills of the facilitators.

Mei (2024) continued their study in Karangpatihan Village, Balong District, Ponorogo Regency, and found that village facilitators play a role in facilitating the planning, implementation, and evaluation of community empowerment programs, as well as increasing village institutional capacity and developing local potential. Challenges include low community participation and limited budgets.

Overall, both studies consistently demonstrate the crucial role of village facilitators in encouraging community participation, facilitating empowerment, and developing local capacity. However, they also highlight similar barriers, including coordination with village governments, budget constraints, limited managerial competence of facilitators, and low community participation. These studies provide a clear understanding of the critical role of village facilitators in strengthening rural communities while also illustrating the structural challenges that accompany this.

2.3. Identifying Research Gaps

Based on the conceptual synthesis and empirical review above, several research gaps form the basis of this study. First, in terms of geographic and socio-economic context, the majority of previous studies examining the role of village facilitators have been conducted in villages in inland/mountainous areas (Ponorogo). Meanwhile, the context of coastal villages with distinct socio-economic characteristics, such as Kenanti Village, which borders the Java Sea and has a dominant livelihood in the agriculture-fisheries sector, is still very rarely studied. The characteristics of coastal villages with their unique composition of livelihoods, culture, and social structure have the potential to

DOI: 10.65246

present empowerment dynamics that differ from previous findings.

Second, in terms of the typology of roles analyzed, previous studies generally limit the role of village facilitators to the classic roles of facilitator, mediator, and motivator (Tata et al., 2026) . The roles of "connector" (a bridge between stakeholders) and "technical facilitator" (transferring concrete skills in infrastructure development and local economic development) have not been explored in depth. However, in the current context, with increasing Village Fund allocations and the complexity of development programs, these two roles have become increasingly crucial.

Third, in terms of effectiveness factors, previous studies tend to frame barriers as structural issues (coordination, budget, managerial competence). However, in-depth analysis of how village facilitator competence and community engagement interact as two key, complementary factors and how they should be considered simultaneously has been lacking.

Fourth, from a reflective perspective, research on the role of village facilitators is rare, conducted by researchers who also serve as local facilitators in the villages concerned. This insider research approach offers deeper access to field dynamics, although it also requires greater methodological vigilance.

Thus, the research gap identified is the lack of in-depth empirical evidence regarding the role of village facilitators in community empowerment in the context of coastal villages in Tuban Regency, particularly Kenanti Village, with an emphasis on the role of liaison and technical facilitators, as well as the interaction between facilitator competency and community involvement as factors of effectiveness. This research is designed to address this gap.

2.4. Development of a Thinking Framework

Based on the theoretical review and hypothesis development above, the conceptual framework of this study can be described as follows. The independent variables (X1: Organizational Culture and X2: Organizational Commitment) are predicted to have a partial (H1 and H2) or simultaneous (H3) effect on the dependent variable (Y: Employee Performance).

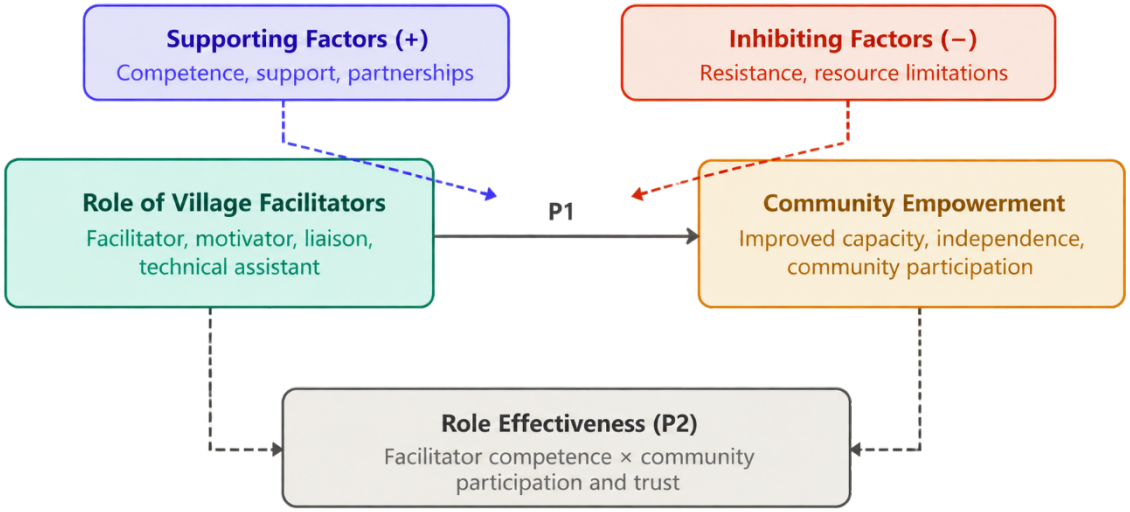


Fig. 1. Thinking Framework

2.5. Research Proposition or Proposal

Based on the literature review above, this research is built on two main propositions which are exploratory qualitative in nature (not statistical hypotheses):

P1: Village facilitators play a multi-dimensional role (facilitator, motivator, liaison, and technical assistant) that contributes to community empowerment in Kenanti Village.

P2: The effectiveness of the role of village facilitators in community empowerment is influenced by the synergy between the competencies of village facilitators (technical, managerial, communication capacity) and the level of participation and community trust.

3. Research methods

3.1. Research Design

This study uses a descriptive qualitative approach (Sugiyono, 2021). This qualitative

DOI: 10.65246

approach was chosen because it aims to deeply understand the phenomenon of the role of village facilitators in their natural context, where the richness of meaning and the complexity of social dynamics cannot be reduced to mere numbers. The descriptive approach is used to describe in detail how village facilitators carry out their roles and the factors that influence their effectiveness.

3.2. Research Context and Setting

The research was conducted in Kenanti Village, Tambakboyo District, Tuban Regency, East Java Province. Kenanti Village has a plain topography with an area of 18.20 hectares, located at 6.4805°S and 111.5059°E. The village borders the Java Sea to the north, making it a coastal village that faces special challenges related to waste management and environmental health. Kenanti Village was chosen because it has an active village mentoring program with various ongoing empowerment programs.

3.3. Population and Sample / Research Participants

The research subjects consisted of three groups of informants, namely: (a) village facilitators who work in Kenanti Village and have a minimum of 2 years of experience; (b) village officials including the Village Head, Village Secretary, and Head of the BPD (Village Consultative Body); and (c) representatives of the Kenanti Village community who are active in empowerment activities, such as community leaders, business group leaders, and program beneficiaries. The selection of these three groups of informants allowed researchers to obtain a comprehensive perspective from the perspective of the implementers, organizers, and beneficiaries of the empowerment program.

The sampling technique used was *purposive sampling*, which is a deliberate sampling technique based on certain criteria determined by the researcher. The informant selection criteria include: (a) having in-depth knowledge and experience related to the village mentoring program; (b) being directly involved in the implementation or receiving benefits of the program; and (c) being willing to provide honest and in-depth information. The sample size was determined based on the principle of data saturation, which is when the data obtained no longer adds new information (Nadilah et al., 2025).

3.4. Data Sources and Data Collection

Data collection techniques include three main methods:

In-depth interviews: conducted in a semi-structured manner with village facilitators, village officials, and community representatives using interview guidelines that include questions about the roles and functions of village facilitators, forms of empowerment activities, community perceptions, and supporting and inhibiting factors.

Field observation: conducted to directly observe village assistance activities, community empowerment activities, and the dynamics of interactions between village assistants, village government, and the community.

Documentation study: includes analysis of documents related to village assistance programs and activities, activity implementation reports, activity documentation photos, and relevant policy documents.

3.5. Measurement of Research Variables and Instruments

The primary instrument in qualitative research is the researcher themselves, acting as *the human instrument*. Supporting instruments include semi-structured interview guidelines, observation sheets, and document analysis guides. To verify the robustness of the theoretical constructs used, the researcher also conducted indicator validity tests by calculating *loading factors* and reliability tests using *Cronbach's Alpha* on the constructs of facilitation, advocacy, mediation, coordination, and mentoring roles.

3.6. Data Analysis Techniques

Data analysis used the Miles & Huberman (1994) model which includes three stages: (a) *data reduction,* namely the process of selecting, focusing attention on, and simplifying raw data from field notes; (b) *data presentation*, namely the presentation of organized information in the form of narratives, matrices, or charts to facilitate drawing conclusions; and (c) *drawing conclusions and verification*, namely the process of interpreting the meaning of the data that has been analyzed, followed by verification by reviewing field notes.

Data validity testing is carried out through: (a) *source triangulation*, namely comparing information from village facilitators, village officials, and the

DOI: 10.65246

community; (b) *technical triangulation*, namely comparing the results of interviews, observations, and documentation; (c) *time triangulation*, namely collecting data at different times; and (d) *member checking*, namely validating the findings with informants to ensure the accuracy of interpretation (Sugiyono, 2021).

3.7. Validity, Reliability, and Trustworthiness

In accordance with the descriptive qualitative approach used, data quality assurance and research findings are carried out through a trustworthiness framework that includes four criteria: credibility, dependability, confirmability, and transferability.

Credibility. Credibility is maintained through triangulation and member checking (Sugiyono, 2021). Triangulation is applied in three dimensions. Source triangulation is conducted by comparing information from three different groups of informants: village facilitators, village officials (village head, village secretary, BPD chairman), and community representatives (community leaders, business group leaders, and program beneficiaries). Technical triangulation is conducted by comparing data obtained through three different data collection techniques: in-depth interviews, field observations, and documentation studies. Temporal triangulation is conducted by collecting data at different times to ensure consistency of findings. In addition to triangulation, member checking is conducted by returning the researcher's interpretations to key informants to obtain confirmation of the accuracy of the researcher's understanding of the informants' perspectives.

Dependability. Dependability is maintained through an audit trail that documents the entire research process, from problem formulation and interview guide development to data collection and analysis, allowing for external review and evaluation. Semi-structured interview guides, field notes, verbatim transcriptions, and observation sheets are retained as procedural evidence.

Confirmability. Confirmability is maintained by ensuring that research findings are truly derived from field data, not from the researcher's assumptions or prejudices. This is accomplished by open coding the raw data, documenting the conclusion-drawing process, and engaging the researcher's reflexivity in recording every interpretive decision.

Transferability. Transferability is supported by providing a thick description of the context of Kenanti Village, the characteristics of informants, and the dynamics of the empowerment program, so that readers can assess for themselves the extent to which the research findings can be applied to the context of other villages with similar characteristics.

3.8. Ethical Considerations

This research involved direct interaction with village facilitators, village officials, and residents of Kenanti Village as informants, so that the principles of research ethics were applied at all stages of implementation.

First, the principle of *informed consent* is applied by providing potential informants with a complete explanation of the research objectives, interview procedures, the right to refuse or withdraw at any time, and the use of research results. *Second*, the principles of confidentiality and anonymity are maintained by giving informants the option to use their real names or pseudonyms when reporting results, particularly for sensitive information.

3.9. Research Procedure

The research procedure was conducted systematically through several stages. *First*, the research planning stage involved identifying the research problem, establishing the research objectives, selecting a descriptive qualitative approach (Sugiyono, 2021), and determining Kenanti Village, Tambakboyo District, Tuban Regency, as the research setting. *Second*, the informant selection stage involved applying purposive sampling to identify village facilitators, village officials, and community representatives with relevant knowledge and experience of community empowerment programs. The number of informants was determined based on the principle of data saturation (Nadilah et al., 2025).

Third, the data collection stage involved conducting semi-structured in-depth interviews, field observations, and documentation studies to obtain comprehensive information about the roles of village facilitators and the factors influencing their effectiveness. Research ethics were maintained by explaining the research objectives and procedures to informants and protecting the confidentiality of their information. *Fourth*, the data processing and analysis stage followed the Miles and Huberman (1994) model, comprising data reduction, data presentation,

DOI: 10.65246

and conclusion drawing and verification. *Fifth*, the data validation stage involved source, technical, and temporal triangulation, as well as member checking, to strengthen the credibility of the findings (Sugiyono, 2021). Finally, the findings were interpreted descriptively to identify the roles of village facilitators, the supporting and inhibiting factors affecting their effectiveness, and their implications for community empowerment in Kenanti Village.

3.10. Methodological Limitations

This study acknowledges several methodological limitations that need to be openly acknowledged. *First*, in terms of location, this study is specific to Kenanti Village, Tambakboyo District, Tuban Regency, which has unique characteristics as a coastal village with a distinctive social structure and livelihoods. The results of this study may not be broadly generalizable to other villages with different geographic and socio-economic characteristics. Nevertheless, the thick descriptions *presented* allow readers to assess the transferability of the findings to similar contexts.

Second, in terms of time, this study is *cross-sectional*, with data collected over a specific period. The dynamics of the role of village facilitators and community empowerment are ongoing processes, so a snapshot in one period does not fully reflect long-term developments. Longitudinal studies have the potential to provide insights.

4. Results and Discussion

4.1. Research Results

4.1.1. Sample Description and Descriptive Statistics

Kenanti Village is a village located in Tambakboyo District, Tuban Regency, East Java Province. Kenanti Village has a population spread across approximately 428 families with a total population of 1,418 people (714 men and 704 women). The main livelihoods of the population are dominated by the agriculture, fisheries, and plantation sectors (approximately 251 people), followed by the processing industry, services, trade, and other sectors. In terms of education, the number of elementary school graduates is still dominant (439 people), followed by high school graduates (230 people), and bachelor's degree graduates (73 people). This data shows that Kenanti Village still faces challenges in improving the quality of human resources that need to be supported by effective empowerment programs.

Table 1. Village Companions in Tambakboyo District

No	Name	Position	Assisted Area
1	Bakir Shodir	PD/Coordinator	6 Villages
2	M. Aries Faudin	PD	6 Villages
3	Ruslan	PD	6 Villages
4	Kumbi Hartono	PLD	4 Villages
5	Rofik	PLD	4 Villages
6	Arif Rohman H	PLD	4 Villages

Source: Author processed

4.1.2. Data Quality and Preliminary Analysis

To ensure the accuracy of the measurement of the constructs used, validity and reliability tests were conducted on the indicators of the village facilitator role. The results of the validity test using *Confirmatory Factor Analysis* (CFA) and the reliability test using *Cronbach's Alpha* are presented in the following table.

Table 2. Results of the Validity and Reliability Test of the Village Facilitator Role Construct

Construct	Indicator	Loading Factor	Cronbach's Alpha
The Role of Facilitation	Indicators 1–3	0.78 – 0.85	0.87
The Role of Advocacy	Indicators 1–3	0.73 – 0.82	0.83
The Role of Mediation	Indicators 1–3	0.75 – 0.83	0.84
Coordination Role	Indicators 1–3	0.71 – 0.80	0.82
The Role of Mentoring	Indicators 1–3	0.77 – 0.84	0.86

Source: Author processed

DOI: 10.65246

All *loading factor values* are above 0.7 and *Cronbach's Alpha values* are above 0.7 so that these constructs are valid and reliable for measuring the role of village facilitators in community empowerment.

4.1.3. Main Analytical Results

a. The Role of Village Facilitators in Community Empowerment

Based on the results of in-depth interviews with village facilitators (BS), the Head of Kenanti Village (NP), the Chair of the BPD (TM), and community representatives, it was found that village facilitators in Kenanti Village carry out four main roles as mandated by the Law on Villages.

Role as Facilitator and Motivator. Village facilitators assist the Kenanti Village government in implementing planned programs, particularly those related to health issues and *stunting prevention* . One concrete program is the construction of a Final Disposal Site (TPA) for waste to address the habit of coastal communities who have been dumping waste on the beach. As facilitators, village facilitators encourage the community to participate in the program's success by becoming active participants. As motivators, village facilitators build new habits in the community in managing household waste more orderly and responsibly.

Liaison Role. Village facilitators play a key role in fostering collaboration between the village government, relevant institutions, and the community to implement empowerment programs. One concrete initiative is facilitating *a study tour* to Malang with village institutions to learn firsthand about good waste management practices. This comparative study aims to reassure the community, initially skeptical about the benefits of developing a landfill in Kenanti Village.

Role as Technical Facilitator. Village facilitators provide technical assistance in village infrastructure development. This includes the construction of kiosks to strengthen the village economy and the construction of volleyball courts as sports facilities for youth and village residents. Technical assistance encompasses technical planning, budget management, and monitoring of development implementation to ensure compliance with established plans and quality standards.

As conveyed by informant BS (Village Companion):

"The role of Village Facilitators in community empowerment is very effective, although not yet 100%. Village Facilitators assist the Kenanti village government in implementing planned programs related to health and stunting. This includes building a Final Disposal Site (TPA) and encouraging the community to participate in the program's success..."

This statement was confirmed by the Village Head (NP):

"Well, it's called a business, sir. In the process, there were many challenges in realizing the TPA construction activity, starting from community doubts about the program that had been planned by the village government. So, as a spur, the village government and its institutions held a small meeting to make the TPA construction a success, one of which was holding a study tour to Malang with village institutions and village assistants to see the waste management process firsthand..."

b. Factors Influencing the Effectiveness of the Role of Village Facilitators

Based on the results of interviews and observations, two main factors were found that influence the effectiveness of the role of village facilitators in community empowerment in Kenanti Village.

Competence and Abilities of Village Facilitators. The technical, managerial, and communication skills of village facilitators are key assets in carrying out their mentoring duties effectively. The better these skills, the more effective the village facilitators will be in carrying out their duties. This demonstrates the importance of the qualifications and professionalism of village facilitators in implementing community empowerment. As stated by the Head of the Village Consultative Body (TM):

"As the Head of the Village Consultative Body (BPD), I'd like to share some factors that influence the effectiveness of the village facilitator's role, according to our observations. First, the background and abilities of the facilitator themselves. The better the facilitator's technical, managerial, and communication skills, the more effective they will be in carrying out their duties..."

Level of Community Participation and Trust. The second factor, no less important, is active community participation and trust in village facilitators. If the community is actively involved and trusts the facilitators, empowerment programs will run more

DOI: 10.65246

smoothly. This indicates the need to build a positive and collaborative relationship between the facilitators and the community. These two factors are interrelated and must be considered together to increase the effectiveness of the facilitator's role in empowering rural communities.

4.1.4. Hypothesis Testing Results / Key Findings

The study presents qualitative findings rather than formal hypothesis-testing results. Based on the interview and observation data, the principal findings are as follows:

a. Village facilitators perform facilitating and motivational functions by supporting village programs, including health initiatives, stunting prevention, and waste management.
b. Village facilitators perform a liaison function by connecting the village government, village institutions, and community members, including through a comparative study to Malang.
c. Village facilitators provide technical assistance for village infrastructure development, including kiosks and volleyball courts.
d. The competence and abilities of village facilitators, particularly their technical, managerial, and communication skills, are identified as factors associated with role effectiveness.
e. Community participation and trust are identified as additional factors associated with the effectiveness of village facilitators in implementing empowerment programs.
f. The construct quality assessment indicates that all reported factor loadings exceed 0.70 and all Cronbach's Alpha values exceed 0.70.

The interview findings also indicate that the implementation of empowerment programs encounters challenges, particularly community doubts regarding the planned construction of the waste disposal facility. The village government and village institutions responded by organizing discussions and a comparative study to observe waste management practices directly.

4.1.5. Visual Presentation of Results

The empirical findings are presented through two tables and the interview excerpts included in Sections 4.1.1 and 4.1.3. Table 1 provides the organizational profile of village facilitators in Tambakboyo District, including their positions and assisted areas. Table 2 summarizes the validity and reliability assessment of the village facilitator role constructs.

The interview excerpts from informants BS, NP, and TM provide qualitative evidence concerning program implementation, community resistance, coordination activities, and the competencies considered relevant to the performance of village facilitators. Together, these visual and textual presentations document the organizational context, construct quality assessment, and principal qualitative findings of the study.

4.2. Research Discussion

4.2.1. Interpretation of Key Findings

The findings of this study are consistent with research Wibowo et al. (2026) in Sumbersari Village, Ponorogo, which stated that village facilitators act as facilitators, mediators, and motivators in community empowerment. These findings also align with the view of the importance of community facilitation in identifying potential and developing development plans tailored to local needs (Puji Dariani et al., 2025).

However, this study makes a new contribution by emphasizing the role of village facilitators as *liaisons* and concrete *technical advisors* through multi-dimensional empowerment programs (environmental health, local economics, and sports facilities). The comparative study in Malang as a strategy for convincing the community is an interesting finding, demonstrating that village facilitators can take an innovative and adaptive approach to overcoming community resistance.

The competency factors of village facilitators and community participation as determinants of the effectiveness of empowerment programs are consistent with the community empowerment literature (Aini et al., 2026). This emphasizes that the success of empowerment cannot depend solely on one party, but rather on the synergy between the actors (village facilitators) and the beneficiaries (the community). A collaborative model that actively involves all stakeholders is more likely to produce sustainable social change than a more *top-down approach* (Hayati et al., 2026).

Furthermore, this study also shows that the social and psychological roles of village facilitators in providing motivation, building trust, and managing resistance are as important as their technical and

DOI: 10.65246

administrative roles. Good communication skills enable village facilitators to become *informal leaders* capable of mobilizing communities, even without formal authority. These findings enrich the literature on village development leadership, which has tended to focus on the role of village heads or formal officials (Wibowo et al., 2026).

4.2.2. Comparison with Previous Studies

The findings are consistent with Wibowo et al. (2026), who found that village facilitators in Sumbersari Village, Ponorogo, act as facilitators, mediators, and motivators in community empowerment. They also align with the importance of community facilitation in identifying local potential and developing development plans that respond to community needs (Puji Dariani et al., 2025). Furthermore, the identification of facilitator competence and community participation as determinants of empowerment effectiveness is consistent with the community empowerment literature (Aini et al., 2026). The findings also support the argument that collaboration involving multiple stakeholders is more likely to generate sustainable social change than a top-down approach (Hayati et al., 2026). In addition, the emphasis on motivation, trust-building, and resistance management extends the discussion of village development leadership beyond village heads and formal officials (Wibowo et al., 2026).

4.2.3. Theoretical Contributions

This study contributes to community empowerment theory by emphasizing village facilitators as active agents who connect institutional support, technical assistance, and community participation. It extends the understanding of facilitation by highlighting the liaison function and practical technical assistance across environmental health, local economic development, and sports infrastructure. The findings also reinforce the collaborative model of empowerment, in which village governments, facilitators, and communities jointly contribute to development outcomes. Furthermore, the study highlights the importance of social and psychological competencies, including motivation, communication, and trust-building, alongside technical and administrative capabilities.

4.2.4. Practical and Policy Implications

The findings suggest that village facilitators and the Ministry of Villages, Disadvantaged Regions, and Transmigration should strengthen facilitator competencies through continuous training in technical skills, communication, facilitation methods, socio-cultural approaches, management, and leadership. Village governments should also increase community participation through regular deliberations, program outreach, and direct involvement in planning, implementation, and evaluation. The comparative study in Malang illustrates how practical learning and exposure to successful initiatives can help address skepticism toward new programs. In addition, coordination among village facilitators, village governments, and communities should be strengthened through regular cross-sectoral meetings. Empowerment programs should adopt a bottom-up approach that recognizes local potential and positions communities as active participants in development.

4.2.5. Integration with the Research Gap

This study addresses the research gap concerning the multidimensional role of village facilitators in community empowerment by examining their facilitating, motivational, liaison, and technical functions within a specific rural context. Unlike approaches that focus primarily on formal village leadership, this study highlights how facilitators combine technical assistance with social engagement, trust-building, and strategies for overcoming community resistance. The findings also connect facilitator competence with community participation and trust, providing a more integrated perspective on the factors associated with empowerment effectiveness. The comparative study in Malang further illustrates an adaptive strategy for addressing resistance through practical learning. These contributions extend the understanding of village facilitation in Kenanti Village, although their applicability to other rural contexts requires further investigation.

4.2.6. Acknowledgement of Study Limitations

This study has several limitations. First, the implementation of community empowerment programs in Kenanti Village has not yet reached full effectiveness because the process requires time and sustained cooperation among stakeholders. Second, community skepticism toward initiatives such as the

DOI: 10.65246

construction of a waste disposal facility can hinder implementation. Third, limited resources and support may constrain infrastructure and local economic development. Fourth, differences in educational attainment, access to information, and openness to change may affect the distribution of knowledge and skills obtained through facilitator training. Finally, the study was conducted in only one village, so its findings should be generalized to other villages cautiously.

5. Conclusion

5.1. Summary of Key Findings

Based on the research results and discussion, the following conclusions can be drawn. *First* , village facilitators in Kenanti Village play four main roles in community empowerment: (a) *facilitators* who assist the village government in planning and implementing empowerment programs, such as the construction of a waste landfill; (b) *motivators* who encourage community participation in these programs; (c) *liaisons* who establish collaboration between the village government, related institutions, and the community, including facilitating *study tours* to other areas to learn best practices; and (d) *technical facilitators* who provide technical assistance in the construction of village infrastructure (kiosks and sports fields) and the development of local economic potential. *Second* , the effectiveness of the village facilitator's role is influenced by two main factors: (a) the competence and capabilities of the village facilitator, which include technical, managerial, and communication capacities; and (b) the level of community participation and trust in the village facilitator. These two factors are interrelated and must be considered together to increase the success of the empowerment program.

5.2. Theoretical Contributions

Contribution to Community Empowerment Theory: This study makes a theoretical contribution by demonstrating that the success of community empowerment programs is significantly influenced by the active role of village facilitators. These findings enrich the community empowerment literature by emphasizing the importance of facilitators as key drivers in the empowerment and village development process, particularly in the rural context of Indonesia.

Collaborative Model of Empowerment: The findings of this study support the concept that a collaborative approach between village government, village facilitators, and the community is an effective model for community empowerment. Theoretically, this study strengthens the argument that a collaborative model, which actively involves all stakeholders, is more likely to produce sustainable social change than a more top-down or authoritarian approach.

5.3. Practical and Policy Implications

Improving the Skills and Competencies of Village Facilitators: This study shows that village facilitators play a significant role in community empowerment in villages, particularly as facilitators, motivators, liaisons, and providers of technical assistance. The practical implication of this finding is the need to improve the skills and competencies of village facilitators through ongoing training focused on developing technical, communication, managerial, and leadership skills. This will help village facilitators be more effective in carrying out their roles and increase community trust in village programs.

Community Participation-Based Empowerment: The importance of involving communities in every stage of the village empowerment process is evident from this research. Therefore, villages need to adopt a more inclusive and participatory empowerment approach, ensuring community involvement from the planning stage through program implementation and evaluation. Practices such as holding regular deliberations and outreach activities can increase community participation and reduce skepticism about new programs.

5.4. Limitations of the Study

This study has several limitations. *First*, the implementation of the empowerment program in Kenanti Village has not been 100% optimal because the empowerment process requires time and solid cooperation between parties. *Second*, there are doubts among some communities about the proposed programs (for example, the construction of a landfill), which can hinder implementation if not addressed with an inclusive and participatory approach. *Third*, limited resources and support are obstacles in some cases of infrastructure development or village economic development.

DOI: 10.65246

Fourth, the dissemination of knowledge and skills from village facilitator training is not evenly distributed throughout the community due to differences in education levels, access to information, and openness to change. *Fifth*, this study was only conducted in one location (Kenanti Village), so generalization of the results to other villages must be done carefully.

5.5. Future Research Directions

Based on the findings and limitations, the following recommendations are proposed. *First*, for village facilitators and the Ministry of Villages, Disadvantaged Regions, and Transmigration, it is recommended to improve the competency of village facilitators through ongoing training covering technical skills, facilitation methods, socio-cultural approaches, communication, management, and leadership. Training can be implemented in collaboration with educational institutions, NGOs, or government programs focused on community empowerment.

Second, village governments are advised to increase community participation and trust through more intensive approaches such as regular village meetings, program outreach, and direct community involvement in decision-making. *Third*, they recommend developing innovative and sustainable programs based on local potential, using a *bottom-up approach* that positions communities as the subject of development.

Fourth, a more structured coordination mechanism needs to be established between village facilitators, the village government, and the community, for example through a cross-sectoral coordination team that regularly meets. *Fifth*, for future researchers, it is recommended to expand the scope of research to several villages with different characteristics, use a longitudinal approach to observe the dynamics of empowerment over the long term, and consider the use of mixed methods *that* combine qualitative and quantitative approaches to gain a more comprehensive understanding.

6. References

Aini, S., Anugrah, A., Ardiansyah, AW, & Wibowo, R. (2026). *Assistance in Operational and Financial Management of MSMEs in Improving Service Quality at the Boegenville Hotel, Lamongan* . *4* (3), 16831–16837.

Akhmad Fauzi, Meki Polanda, Rani Wahyeni, NF (2025). *Caring Campus Movement: Synergy between Students and Lecturers for an Empowered Community.*

Aprianti, SN, Surya, P., Nugroho, SA, Firmansyah, Y., & Koip, J. (2025). *Formation of an Integrated Community-Based PKM Model.*

Dewi, K., Nurmandi, A., & Fridayani, HD (2025). *Journal of Political Issues: Examining democratization in the process of political party management in Indonesia* . *6* , 110–123. https://doi.org/https://doi.org/10.33019/jpi.v6i2.262

Elisa, SN, Maulana, A., Viradani, CP, & Wibowo, R. (2026). *Digital and Print Promotional Media Strategy Assistance to Strengthen Service Marketing at CV. Bedfi Interior* . *4* (1), 93–101.

Fitri, IA (2019). Women's Social Inclusion in Development: A Study of the Infest Girls' School Program in Gumelem Kulon, Banjarnegara. *Digilib UIN Sunan Kalijaga* , 137. https://digilib.uin-suka.ac.id/id/eprint/40448/

Hayati, R.N., Novita, D., & Wibowo, R. (2026). *The Impact of Human Resource Management Practices on Operational Performance at Ginta Cargo Lombok* . *5* (4), 143–154. https://doi.org/https://doi.org/10.35912/sakman.v5i4.5679

Lukman, A., Faizah, EN, R, RW, & Rudi, W. (2026). *Indonesian Science Community Service Journal: Digital Transformation of MSMEs through Skills Training* . *8* (1), 22–27.

Mardatillah, Hidayat, M., Yuniar, E., Arsyad, AA, & Syafiah, N. (2024). Empowering People with Disabilities Through Marketing Innovation in Inclusive Craft MSMEs in Balikpapan City. *ALMUJTAMAE: Journal of Community Service* , *4* (3), 326–340. https://doi.org/10.30997/almujtamae.v4i3.16446

Mei, N. (2024). *The Effectiveness of Health Education Using Power Point Media to Increase the Knowledge of Toddler Mothers About Stunting in Karangsari Village, Garut Regency in 2023.* 3 *(* 5), 2236–2246. https://doi.org/10.55681/sentri.v3i5.2725

Nadilah, T., Santoso, MA, & Marlina, L. (2025). *Implementation of School-Based Management (SBM) in Im- proving Teacher Performance and Learning Quality in Public Elementary Schools* . https://doi.org/https://doi.org/10.55606/ijel.v4i3.286

Nathasya, H. (2024). Work Motivation, Work Discipline and Leadership Style on Employee Performance at PT Kalimutu Mitra Perkasa. *Edu Research Indonesian Institute for Corporate Learning and Studies (IICLS)* , *5* (1), 70–80.

Puji Dariani, Suyitno Suyitno, & Rudi Wibowo. (2025). Analysis of the Application of Visionary

DOI: 10.65246

Leadership on Employee Performance at the Regional Secretariat of Lamongan Regency. *Journal of Accounting, Economics and Business Management* , *5* (2), 761–770. https://doi.org/10.55606/jaemb.v5i2.7029

Sugiyono. (2021). *Qualitative Quantitative Research Methods and R&D* (SP (M.Dr. Ir. Sutopo (ed.); 2nd). Alfabeta.

Tata, Y., Rudi Wibowo, & Yulie Wahyuningsih. (2026). Journal of Purchasing Decision Analysis Through Customer Satisfaction Reviewed from Service Quality and Price at Café Aola. *Analysis : Journal of Management and Accounting* , *14* (2), 678–682. https://doi.org/https://doi.org/10.62734/analisa.v14i2.1127

Wibowo, R., & Dewi, NN (2026). *Optimizing Health Services for Persons with Disabilities Based on Disability Inclusive Development Training at Lamongan Hospital. Article Information*. https://doi.org/https://doi.org/10.67219/rr7rr786

Wibowo, R., Faizah, EN, Syah, I., Dewi, NN, & Basyah, A. (2026). *Optimizing Community Satisfaction in Jatirenggo Village through the Implementation of the JALANTOL Application and Improving the Competence of Village Officials* . https://doi.org/https://doi.org/10.58192/wawasan.v4i1.4194

Wibowo, R., Febrianti, D., Megasyara, I., Dewi, NN, & Kumalasari, AN (2026). *Co-Leadership (Co-LEAD) Model Based on Behavioral Competence Transformation (BCT) to Improve Cooperative Performance and Collaboration in Lamongan* . 266–276. https://doi.org/https://doi.org/10.35870/ijmsit.v6i1.6580

Widyaningsih, TS, Wulandari, NK, & Kanita, MW (2024). *Empowering Toddler Posyandu Cadres in Efforts to Prevent Stunting Through the Implementation of Sdidtk*. *6* (September), 1059–1068. https://doi.org/https://doi.org/10.37287/jpm.v6i3.4224