

# Analysis of Work Motivation Regarding Fixed Income Reception (Siltap) Among Village Officials in Sisobahili Village, Gido District, Nias Regency

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## Abstract

This study examines the factors influencing village officials' work ethic regarding the receipt of Fixed Income (Siltap) in Sisobahili Village, Gido District, Nias Regency. Using qualitative methods, the research conducted in-depth interviews with three key informants: the Village Head, the Head of General Affairs and Planning, and the Head of Welfare. Data was collected through observation, structured interviews, and documentation, and analyzed using Miles and Huberman's interactive model. Findings reveal supporting factors include timely Siltap disbursement, income certainty, and administrative transparency. Inhibiting factors encompass disbursement delays, insufficient non-financial rewards, and disproportionate workload distribution. Results show a significant positive correlation between timely Siltap disbursement and work motivation levels. The village government optimizes motivation through consistent disbursement timing, improved financial transparency, competency development training, and integrated performance evaluation systems. Siltap functions as both a financial compensation and a strategic motivation tool, fostering accountability and professionalism. Recommendations include maintaining consistent disbursement, developing non-material appreciation systems, and optimizing workload distribution.

**Keywords:** Work Ethic, Fixed Income (Siltap), Village Officials

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## INTRODUCTION

Village governance constitutes a strategic aspect within Indonesia's governmental system, serving as the driving force for grassroots development and public service delivery. As the smallest and most proximate governmental institution to the community, villages play a pivotal role in realizing national development aspirations (Putra, 2023). Within the context of decentralization and regional autonomy, villages have become the spearhead for implementing various development programmes and public services that directly impact community life. This strategic position establishes villages as the frontline in translating national policies into tangible field implementation, whereby the success of national development significantly depends upon the effectiveness of governance administration at the village level. The complexity of duties and responsibilities undertaken by village

governments necessitates competent, motivated human resources with a high level of dedication to execute various governmental functions optimally.

Villages bear direct responsibility for fulfilling diverse social, economic, and local development needs of their communities (Anton et al., 2023). This comprehensive responsibility encompasses population administration services, basic healthcare provision, education, community economic empowerment, and village infrastructure management, all of which require coordination and synergy across various sectors. Villages are also granted authority to manage resources and formulate policies aligned with their unique regional characteristics, particularly within the context of decentralization and regional autonomy. This authority provides scope for villages to optimize their local potential and address specific community problems through more contextually relevant approaches. The primary implementers of village governance and development are village officials, comprising the village head, village secretary, and other implementing components such as heads of affairs (kaur) and heads of sections (kasi) (Hidayati et al., 2024). The performance and work ethos of village apparatus significantly determine the success of village governmental task implementation, whereby the success of development projects, public services, and governmental obligation fulfilment is heavily influenced by their professionalism and dedication (Masdianto et al., 2023). To encourage such performance, the government has established a Fixed Income (Siltap) provision policy as an incentive for village officials, regulated under Government Regulation Number 60 of 2014 concerning Village Funds, which mandates that villages receive special funds to support operational activities and the welfare of village officials.

From the perspective of work motivation theory, incentives such as Siltap are categorized as extrinsic motivators that can influence individual work enthusiasm in executing their duties. Herzberg's motivation theory distinguishes between hygiene factors and motivator factors, whereby Siltap can be categorized as a hygiene factor that functions to prevent work dissatisfaction but does not directly enhance workers' intrinsic motivation (Rusdia et al., 2021). Therefore, understanding how Siltap can be optimized to function not merely as a hygiene factor but also as an effective motivator in improving village apparatus performance is crucial (Subadi, 2019). Research by Nurapiah (2022) demonstrates that demographic factors, such as age, wealth level, and education level, significantly influence village employees' enthusiasm for their work, indicating the importance of considering individual characteristics in designing incentive systems. Furthermore, research by Wardoyo (2024) suggests that financial incentives have a significant impact on government employee loyalty and performance; however, their effectiveness depends heavily on how such incentives are designed and implemented. However, previous studies still reveal research gaps regarding Siltap's effectiveness, which is determined not solely by its nominal amount but also heavily depends upon aspects of fairness, consistency, and transparency in policy implementation (Dinillah & Rodiyah, 2024).

Through Nias Regent Regulation Number 3 of 2024 concerning Fixed Income for Village Officials, the Nias Regency Government regulates the quantity and mechanism of Fixed Income (Siltap) provision to village officials, including those in Sisobahili Village, Gido District, at the regional level. This policy primarily aims to enhance the welfare of village officials while encouraging them to serve the community with greater professionalism, loyalty, and responsibility, based on the principles of decentralization and regional autonomy (Dinillah & Rodiyah, 2024). However, in reality, the implementation of the Siltap policy in Sisobahili Village still faces numerous complex challenges, including unclear payment schedules that cause uncertainty, an imbalance between the workload

burden and the fixed income amount received, and inequity in incentive distribution systems among village officials, potentially creating internal disparities. This condition may potentially diminish the morale and motivation of village officials, which could ultimately negatively impact the quality of public service and the effectiveness of village development programme implementation (Mala & Setiawati, 2021). Another frequently emerging problem, constituting a significant obstacle, is the lack of transparency in Siltap fund management, which can generate suspicion and distrust among village officials, alongside the absence of clear and measurable standards regarding village official performance assessment regarding Siltap provision, causing unclear relationships between performance and received incentives (Masdianto et al., 2023).

Various challenges in Siltap policy implementation can potentially diminish the morale and motivation of village officials, which may ultimately negatively impact the quality of public service and the overall effectiveness of village development implementation. Should this Siltap policy be negatively perceived by village apparatus due to various implementation problems, such circumstances may reduce work performance, diminish organizational loyalty, and even trigger rejection or resistance toward various community development initiatives (Dinillah & Rodyyah, 2024). Such conditions are certainly counterproductive to the initial objective of establishing Siltap policy as an instrument for improving village apparatus performance and motivation. Therefore, this research becomes essential and strategic for comprehensively examining the effectiveness of Siltap policy implementation within the specific context of Sisobahili Village, considering various internal and external factors that influence its success. Based upon the aforementioned problem context, this research aims to investigate and analyze factors influencing Siltap policy effectiveness in Sisobahili Village, Gido District, Nias Regency, examine village apparatus enthusiasm and work motivation levels regarding Siltap reception, and comprehensively analyze village government perspectives and perceptions toward such policy alongside obstacles encountered in its implementation, thereby providing strategic input and more targeted, equitable, and practical policy recommendations for improving public service quality at the village level.

## METHOD

Sisobahili Village constitutes one of the villages located within the administrative territory of Gido District, Nias Regency, North Sumatra Province. This village boasts a strategically advantageous geographical location, situated near the district center, with approximately 12 kilometers to the sub-district office. Access to this village can be traversed using two-wheeled vehicles or on foot, particularly along village pathways that maintain the distinctive characteristics of natural and pristine Nias countryside. Administratively, Sisobahili Village is assigned the Ministry of Home Affairs regional code 1204062022 and is situated within an area with the postal code 22871. Based on recent data, this village has approximately 1,419 inhabitants, with a population density of around 183 people per square kilometer. The village area is estimated to be approximately 4.00 km<sup>2</sup>, comprising residential areas, agricultural land, and several cultivation areas, as well as other productive yards.

In the education sector, Sisobahili Village has established basic facilities, including SD Negeri 076697 Sisobahili and SD Negeri 078508 Sisobahili Darai, which serve as primary pillars for the community in educating the younger generations. Despite being classified as a village with limited resources, the community's enthusiasm for improving children's education remains high, as evidenced by its active participation in school activities and non-formal education initiatives.

According to the Central Statistics Agency's village classification, Sisobahili is categorized as a Swakarya village, which is a village that is developing across various aspects, including social, economic, and institutional dimensions. This suggests that the community is already capable of fulfilling most of its basic needs independently. However, it still requires guidance and support from the regional government regarding infrastructure, access to technology, and strengthening community economic institutions. Sisobahili Village also possesses potential in the agricultural, livestock, and freshwater fisheries sectors, which the community has traditionally developed. Cooperative activities and micro-enterprises have begun to emerge in this village, particularly following encouragement from regional government programs through the Nias Regency Investment Office and One-Stop Integrated Services. With all its local potential and wealth, Sisobahili Village has significant opportunities to continue developing into an independent and competitive village, both economically and socio-culturally, provided it continues to receive guidance and support through appropriately targeted sustainable development programs.

**Table 1. Interview Schedule**

No.	Name	Interview Time	Interview Location
1	Syukurman Laoli, S.E	June 10, 2025	Sisobahili Village Office
2	Feberiaty Gea, S.Pd	June 11, 2025	Sisobahili Village Office
3	Iperius Laoli, S.E	June 13, 2025	Sisobahili Village Office

*Source: Researcher Processing (2025)*

This research employs a qualitative approach to analyze and improve performance whilst optimizing work enthusiasm and community service delivery. According to Weyant (2022:207), the research approach refers to how research is conducted, observable from the perspective of the methodology and strategies employed. The qualitative approach was selected because it aims to understand phenomena comprehensively through the exploration of employees' and management parties' experiences, perceptions, and viewpoints regarding policy implementation.

Based on Sugiyono (2018:55), variables constitute the attributes, characteristics, or values of individuals, objects, or activities that possess specific variations, as determined by researchers, for study and analysis.

**Table 2. Variable Indicator**

No.	Variable	Indicator
1	Work Morale	Indicators according to Nitisemito (2015): 1. Work productivity; 2. Attendance level; 3. Tranquility in working
2	Fixed Income Reception (Siltap)	Based upon Peraturan Bupati Nias Nomor 3 Tahun 2024 Tentang Penghasilan Tetap Perangkat Desa, 2024: 1. Siltap amount conformity with workload; 2. Payment timeliness; 3. Distribution transparency and fairness; 4. Regular reception certainty

This research was conducted in Sisobahili Village, Gido District, Nias Regency. The research implementation period spanned 2025, from the submission of the title through to the final examination. According to Haryono (2023:97), data sources in qualitative research refer to various types of information used for collecting data relevant to the research. This research employs two data source categories:

Primary data was obtained directly from research subjects through in-depth interviews. Koyan (2022: 139) states that primary data in qualitative research comprises the words and actions of observed or interviewed participants.

**Table 3. Research Informant**

No.	Name	Position
1	Syukurman Laoli, S.E	Village Head
2	Feberiaty Gea, S.Pd	Head of General Affairs and Planning
3	Iperius Laoli, S.E	Head of Welfare Section

Secondary data was obtained from other sources not directly involved in the research phenomenon, such as literature, documents, reports, and relevant statistical data. Moleong (2022:203) states that secondary data can be utilized to enrich and strengthen primary data. In qualitative research, the researcher constitutes the primary research instrument. The researcher serves as planner, data collector, analyzer, and data interpreter. The researcher directly engages in fieldwork to collect information using supporting tools such as writing materials, books, pens, and voice recording devices (recorder).

Data collection techniques refer to the methods used to gather information necessary to answer research questions. Ardiansyah (2023:130) states that the most important data collection methods in qualitative research are observation, interviews, and documentation. Observation is a data collection method that involves observing the activities conducted by research subjects or objects in their natural environments. Interviews are data collection techniques that involve obtaining verbal information through conversation and face-to-face interaction with research informants. The interview type employed is a structured interview, utilizing previously prepared questions. According to Nanda (2023), documentation constitutes a data collection method by examining and analyzing documents created by subjects themselves or others for research purposes.

Data analysis employs an interactive analysis model as expressed by Miles and Huberman (in Hardani, 2020:174), comprising three stages:

- **Data Reduction**  
The initial stage in analyzing qualitative data involves reducing or simplifying information according to research requirements.
- **Data Presentation**  
The second stage is where researchers present information that has been reduced or simplified in the previous phase.
- **Conclusion Drawing**  
Conclusion drawing is conducted throughout the research process, beginning with preliminary conclusions and continuing through conclusions after the data is fully collected.

## RESULTS AND DISCUSSION

### Results

Before presenting the research results, the researcher first outlines the research stages implemented, commencing with the submission of a research permission letter from the Dean of the Faculty of Economics, University of Nias, to the Sisobahili Village Office, Gido District. Subsequently, after receiving the reply letter, the researcher directly engaged in fieldwork for data collection. The research conducted by the researcher was an Analysis of Work Morale Regarding Fixed Income Reception (Siltap) for Village Officials in Sisobahili Village, Gido District, Nias Regency.

### **What factors constitute obstacles or support in improving village official work morale after receiving Siltap in Sisobahili, Gido District, Nias Regency?**

The Siltap (Fixed Income) provision for village officials constitutes a form of government attention toward the welfare of the village government apparatus. In Sisobahili Village, Gido District, Nias Regency, this policy has been implemented over recent years and has affected the morale of village officials. Nevertheless, Siltap's effectiveness in improving work motivation cannot be separated from numerous supporting and hindering factors influencing its field implementation. Interview results with the Village Head, Head of General Affairs and Planning, and Head of Welfare demonstrate that, generally, the Siltap provision has had a positive impact on the morale of village officials. A primary supporting factor is the existence of a regular monthly income. This makes village officials feel valued for their duties and responsibilities. The Village Head stated, "With Siltap, we feel valued by the government. This makes us more enthusiastic about arriving punctually and providing community services." Furthermore, Siltap contributes to improving the village's official family welfare. The Head of General Affairs and Planning expressed: "I am greatly assisted. Before Siltap existed, I sometimes helped my family in the garden or engaged in small trading. Now, I focus more on the office because there is fixed income."

The Head of Welfare conveyed: We are already provided a fixed salary, so I feel it is inappropriate if we become lazy. We should be more disciplined and serve the community well. Nevertheless, work morale driven by Siltap still faces several obstacles. One of the most significant hindrances is the amount of silt deemed insufficient compared to the village official's workload. The Head of General Affairs and Planning stated: "Although very grateful, when compared to work and responsibilities, sometimes Siltap feels inadequate. This can make some colleagues less enthusiastic. Delayed Siltap disbursement also constitutes a serious obstacle to maintaining work morale. The Head of Welfare added that when disbursement is delayed, it creates worry. Especially when there are sudden needs. Our hope moving forward is for more timely disbursement." Minimal supporting work facilities and infrastructure also contribute as an obstacle. The Village Head emphasized, "We also need facility support. Not just allowances. If there were computers, printers, and internet networks, our work would undoubtedly be faster. Overall, Siltap has become one of the primary driving factors in improving the morale of village officials in Sisobahili Village. However, to achieve maximum impact, strengthening is required in other supporting aspects such as disbursement administrative efficiency, increasing Siltap amounts appropriate to workload, and providing adequate work facilities. Thus, Siltap functions not merely as a financial incentive but also as a trigger for professionalism in village governance management.

### **Is there a relationship between the timeliness of Siltap reception and the morale of village officials in Sisobahili, Gido District, Nias Regency?**

Based on interview results and field observations, it is evident that timeliness in Siltap (Fixed Income) reception is a crucial factor influencing the morale of village officials. Siltap, as a form of state recognition for village officials' roles and contributions, should function not only as financial compensation but also as moral appreciation and a source of work motivation. In Sisobahili Village, several village officials expressed that when Siltap is received promptly, it creates security and stability in the execution of work routines. They feel more emotionally calm, focused on task execution, and motivated to provide optimal community service. Guaranteed financial stability has a direct impact on productivity and work discipline. Conversely, delayed Siltap disbursement triggers financial uncertainty and

anxiety, directly impacting performance. Several village officials stated that under such conditions, they must divide their focus between office work and external activities to fulfill their household needs. This can create domino effects, comprising decreased discipline, reduced work initiative, and a disrupted quality of village public services. As expressed by the Head of Welfare in interviews, delayed disbursements create worry. Especially when there are sudden needs. Our hope moving forward is for more timely disbursement.

This statement illustrates that Siltap disbursement timeliness impacts not only economic aspects but also touches the psychological and emotional dimensions of village officials. When fixed income becomes uncertain, work morale based on security also becomes unstable. The Sisobahili Village Head also emphasized the importance of consistent and timely payment for village officials' rights as part of healthy human resource management systems. When their rights are received promptly, we can also expect maximum work from them. However, when delayed, we find it challenging to encourage because they are disappointed. This clarifies that payment delays constitute not merely technical or administrative problems, but also impact the work climate, loyalty, and overall work ethos. Village heads, as direct supervisors, also experience difficulties maintaining team morale when basic incentives, such as Siltap, experience delays. Furthermore, village officials, as frontline public service providers, are frequently confronted with high workloads, particularly in administrative management, planning, and supervising village development activities. Therefore, timely incentive availability becomes a symbol of appreciation for their hard work. When this lack of consistency persists, internally developed responsibility can also weaken.

The morale of village officials is significantly influenced by financial stability and certainty, whereby the timeliness of Siltap reception becomes one of its primary indicators. In this context, Siltap functions not only as the fulfillment of economic needs but also plays important roles in forming sustainable work motivation, task loyalty, and public service quality. Siltap disbursement timeliness should receive serious attention from the regency government and village financial managers to create conducive and harmonious work conditions oriented toward maximum community service. Synergy between the PMD Office, BPKAD, and the village government is necessary to ensure that the Siltap budget management proceeds according to schedule and procedures, and does not hinder the village officials' field performance.

### **How does the Village Government endeavor to optimize village official work morale through the Siltap policy in Sisobahili, Gido District, Nias Regency?**

Sisobahili Village Government, Gido District, Nias Regency, recognizes that the morale of village officials constitutes one of the primary keys to creating effective, efficient, and responsive village governance that meets community needs. Therefore, the Siltap (Fixed Income) policy becomes an important instrument designed to maximize the motivation and performance of village officials. One strategic effort undertaken by the Sisobahili Village Government is maintaining timeliness in the Siltap proposal and disbursement to the regional government. The village head actively coordinates with the sub-district and related offices to ensure that no delays occur, which could disrupt the village's official financial stability. This disbursement timeliness is considered highly important, as it concerns income certainty, which becomes a fundamental foundation in improving work discipline. As conveyed by Sisobahili Village Head: "We endeavor maximally so that the Siltap submission is not delayed. If village completion is swift, then

regency processes are also swift. This is important so that village officials remain enthusiastic about working.

The Village Government also endeavors to improve transparency and fairness in Siltap fund management. Siltap amounts and recipient determination are conducted by applicable regulations and communicated to all village officials to prevent jealousy or dissatisfaction. This helps build a healthy and harmonious work atmosphere. In efforts to maximize the positive impacts of the Siltap policy, the Village Government also relates this to the village officials' performance evaluations. Officials who demonstrate high responsibility and good performance receive moral recognition and are involved in strategic village activities. This encourages them to work not merely for a salary but also because they feel appreciated and trusted. The Head of General Affairs and Planning conveyed: "We are also requested to provide routine reports and meeting attendance at all times. So it is not just receiving Siltap, but also demonstrating tangible work. That is part of responsibility."

The village government also conducts regular training and development to improve official capacity. This effort ensures that the provided Siltap is truly balanced with competency improvement and community service quality. The Head of Welfare added, "We once participated in village administration training. That is important because when we better understand our duties, work automatically becomes more enthusiastic. Thus, it can be concluded that the Sisobahili Village Government utilizes Siltap not merely as an official rights payment but also as a strategic means in building disciplined, transparent work systems oriented toward community service. Through effective coordination, sound financial management, and sustainable human resource development, the morale of village officials is gradually improving.

## **Discussion**

### ***Supporting and Hindering Factors in Improving Village Official Work Morale after Receiving Siltap***

Based on interview results with village officials in Sisobahili Village, Gido District, Nias Regency, it was found that the Siltap (Fixed Income) reception has a significant influence on the morale of village officials. Primary supporting factors include the timeliness of Siltap disbursements, amounts that are appropriate to meet minimum living needs, and transparent administrative management. A timely siltap reception provides financial security and enhances motivation in executing village governmental duties. Conversely, hindering factors identified include delayed disbursement, a lack of non-material appreciation from leadership, and an unbalanced workload between official numbers and village activity volumes. In interviews, several officials stated that they felt enthusiastic when financial certainty and moral support from village leaders were present. These findings align with research by Wahyuni (2020), which demonstrates that timely financial compensation contributes to improving the motivation of village apparatus workers, particularly in predominantly agricultural regions lacking stable alternative income sources.

### ***Relationship Between Siltap Reception Timeliness and Village Official Work Morale***

This research reveals a positive correlation between the timeliness of Siltap disbursements and the morale of village officials. When Siltap is received according to schedule, village officials feel valued, focus more on task execution, and demonstrate higher work responsibility. Disbursement delays cause financial anxiety, leading to decreased

focus and, in some cases, absenteeism during work hours. As conveyed by the Village Head: "When their rights are received timely, we can also demand maximum work from them. However, when delayed, we find it difficult to encourage because they are disappointed." This statement emphasizes that certainty and consistency in the provision of rights demonstrate appreciation for the loyalty and hard work of village officials. These findings are supported by Siregar (2019), who states that delayed fixed income disbursement directly impacts the performance and work discipline of village officials, particularly in regions where such income serves as a primary source of livelihood.

### *Village Government Efforts in Optimizing Work Morale Through Siltap Policy*

The Sisobahili Village Government has implemented various strategies to optimize the morale of village officials through Siltap management. Several efforts undertaken include maintaining proposal and disbursement timeliness by actively coordinating with sub-district and regency governments, implementing transparency in Siltap budget allocation and recording, encouraging official performance through training and non-formal performance assessment, and providing greater trust to officials demonstrating high work commitment. All these efforts reflect the village government's roles as facilitator and motivator, not only in compensation provision aspects but also in creating healthy and productive work environments. These findings align with the research results of Rizki & Darmansyah (2021), which state that performance-based incentive management, combined with participatory leadership at the village level, can improve work motivation among apparatus members and community service quality.

## **CONCLUSION**

This research investigates the relationship between the timeliness of Siltap disbursements and the morale of village officials in Sisobahili Village, Gido District, Nias Regency. Analysis results demonstrate three primary findings. First, village official work morale-supporting factors include Timely Siltap disbursement, income certainty, and administrative transparency, while hindrance factors comprise delayed disbursement, minimal non-financial appreciation, and disproportionate workload distribution. Second, a significant positive correlation exists between Siltap disbursement timeliness and village official work morale levels, whereby disbursement timeliness increases motivation and dedication in public service delivery. Third, village government efforts to improve work morale have been undertaken through consistent disbursement times, maintenance of financial management transparency, competency development through training, and the implementation of performance evaluation systems integrated with Siltap provision. These findings confirm that Siltap functions not only as financial compensation but also as a strategic instrument in building motivation, accountability, and professionalism within the village apparatus. This research aligns with previous studies emphasizing the importance of effective incentive management in improving village-level bureaucratic performance.

This research has several limitations that require acknowledgment. First, research scope limited to one village results in limited generalization of research results, whereby these findings cannot yet represent village official conditions in other regions with different geographical, social, and economic characteristics. Second, research time limitations prevented the observations of village official work morale patterns from being conducted over extended periods, thereby limiting the capture of long-term fluctuations in work morale. Third, this research has not explored comprehensively other external factors that may influence village official work morale, such as family support, work infrastructure

conditions, and local political dynamics. Fourth, limited access to complete historical Siltap disbursement data results in suboptimal work morale trend analysis over more extended periods.

This research provides several important contributions both theoretically and practically. Theoretically, this research enriches the literature on human resource management at village government levels, particularly in understanding the dynamics of relationships between financial incentive systems and the motivation of village apparatus work. This research also contributes to the development of work motivation theory within the Indonesian local bureaucracy context, which remains limited. Practically, research findings can serve as evaluation material for regional governments in designing more effective Siltap management policies and provide concrete recommendations for improving village officials' performance through incentive system optimization. Furthermore, this research guides public sector human resource management practitioners on the importance of consistency and transparency in compensation provision as strategies for improving work motivation.

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