

ORIGINAL ARTICLE

Good governance in administrative services at village level: Case study of Diat village, Bukal district, Buol regency

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Abstract

This study uses a descriptive qualitative method approach to analyze the implementation of Good Governance principles in administrative services at the Diat Village level, Bukal District, Buol Regency. Data were collected through in-depth interviews, observations, documentation, and field notes that rely on information from informants and secondary sources such as related books and articles. Data analysis was carried out in three stages: data reduction, data presentation, and drawing conclusions. The main focus of this study is the indicators of responsiveness, efficiency, and effectiveness in village administrative services. The results of the study indicate that the implementation of the responsiveness principle in public services in Diat Village has not been maximized, due to the low responsiveness of officers in responding to community needs. In addition, the implementation of the efficiency and effectiveness principles has also not been optimal, with obstacles such as the long distance between the officer's house and the slow process of processing signatures. Although the Village Secretary tries to provide fast service, the absence of a village office as a service center hinders efficiency and extends the time for completing administration. This study provides important insights into the challenges in implementing Good Governance principles at the village level and the need for improvements in the aspects of responsiveness, efficiency, and effectiveness of public services.

Keywords

Good Governance, Administrative Services, Responsiveness, Efficiency, Effectiveness, Diat Village

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1 | INTRODUCTION

Effective governance requires active participation from all stakeholders, including the bureaucracy, the private sector, and the community. Law Number 25 of 2009 serves as the legal basis for the principles of good governance and underlines the importance of public services (Cerrillo-i-Martínez, 2023). One of the main mandates of the government is to provide services to the community, both in the form of goods and services, with the aim of meeting the needs and interests of the community. This law emphasizes that public services must be delivered in a transparent, accountable, efficient, and equitable manner. By adhering to these principles, the government can build public trust and ensure that the development process is inclusive and responsive to the real needs of society.

Good public services not only reflect the performance of the government (Van Thiel & Leeuw, 2002), but also have a direct impact on the welfare of the community. When the community receives quality services, their trust in the government will increase, thus creating a more harmonious relationship between the government and the community (Ndraha 2023). This mutual trust is essential for ensuring citizen compliance with regulations, encouraging civic participation, and fostering a stable environment for development. In the long run, efficient and responsive public service delivery becomes a foundation for democratic governance and sustainable socio-economic progress.

The government as a facilitator, the government acts as a facilitator that creates an environment that supports the community to be active and develop (Tekula & Andersen, 2019). This means that the government provides infrastructure, basic services, and regulations that support community activities. As leaders, state apparatus must be able to inspire and guide the community to achieve shared prosperity by managing resources effectively (Tagbo & Jamaica, 2024). The Village Law which was passed in 2014 is expected to improve the welfare of village communities and the quality of public services at the village level.

The success of a village is highly dependent on the quality of its human resources in managing village administration (Azmi, 2024). Competent human resources will ensure the effective running of village government. Diat Village Apparatus needs to improve their competence and professionalism in providing services to the community. In addition, a change in attitude in serving the community is also needed (Coe et al. 2015). This includes fostering a more proactive, empathetic, and service-oriented mindset among village officials. With better skills and a positive service attitude, village apparatus can respond more effectively to the needs of the community, reduce bureaucratic inefficiencies, and promote inclusive local development.

With the Village Law, administrative services in the village are expected, such as processing birth certificates, ID cards, and other important documents, to be more efficient and effective (Ilyasa'q, n.d.). In Diat Village, Bukal District, Buol Regency, Central Sulawesi, the village government acts as the spearhead of public services. The village government is tasked with accommodating community aspirations and implementing various development programs to improve community welfare (Maolani, 2019).

The importance of studying the problems of administrative services in Diat Village encouraged researchers to conduct research entitled "Good Governance in Administrative Services at the Village Level: Case Study of Diat Village, Bukal District, Buol Regency (Laundu et al., 2024). This research aims to identify the challenges and gaps in the implementation of good governance principles in administrative services at the village level. By understanding these issues, the study seeks to provide recommendations that can help improve service quality, enhance accountability, and strengthen public trust in the village administration.

2 | LITERATURE REVIEW

Good governance is a concept of good governance that includes the principles of transparency, accountability, participation, responsiveness, effectiveness, efficiency, justice, and the rule of law. This concept was first introduced by international organizations such as the United Nations (UN) and the World Bank as a framework for

improving the quality of government management, especially in developing countries. According to UNDP (1997), good governance is defined as the practice of responsible and participatory management of public resources for the common good (Besançon 2003). Meanwhile, the World Bank describes good governance as good governance that emphasizes transparent and accountable processes in decision-making.

Good governance began to be implemented in Indonesia since 1998, along with the emergence of the reform movement. The high level of corruption caused by unprofessionalism, ineffectiveness, and inefficiency further worsened the performance of the bureaucracy in the country. The Indonesian bureaucracy at that time showed poor quality, was irrational, non-neutral, and less transparent. Therefore, the 1998 reform should be the starting point for improving the Indonesian bureaucracy, where every citizen expects the implementation of good governance or good governance in the existing government system (Turner et al., 2022).

The government has obligations and responsibilities other than as a government organizer and development implementer, namely providing public services. Meanwhile, public services are important for implementing the current government bureaucracy by prioritizing the closeness between the government and the community with services (Rohman et al., 2019). Good governance is a principle that is indeed important and very necessary in the process of organizing public services which aims to improve the performance of the state apparatus. This is because the government has formulated the principles of good governance in order to optimize the transition capacity to be better in the service bureaucracy (Pradana et al., 2019).

Good Governance is defined as the decision-making process and the process by which decisions are implemented and ensuring that the voices of the public (especially the voices of the majority and vulnerable members of society) are taken into account, and that decision-making is responsive to the needs of the community today and in the future (Pomeranz & Stedman, 2020). This concept emphasizes inclusivity, transparency, accountability, and sustainability in governance practices. By applying the principles of good governance, government institutions can build more equitable and participatory systems that empower citizens and ensure that policies and services are aligned with both current priorities and long-term community welfare.

Research on the application of good governance in administrative services at the village level remains a very relevant and important topic. As the lowest government unit, the village plays a strategic role in providing public services that are directly felt by the community. The application of good governance principles, such as transparency, accountability, participation, and responsiveness, greatly affects the quality of administrative services at the village level. Along with the increasing demands of the community for better and more transparent governance, this research becomes increasingly important to explore the challenges, opportunities, and solutions that can improve the effectiveness of village government. It is hoped that the results of this study can make a significant contribution to strengthening the capacity of village government, improving the quality of services, and supporting the achievement of sustainable development at the local level (Amanah & Fatchiya, 2018).

Several research results that reveal the application of good governance principles in public services, namely: first: the results of research conducted by entitled "Analysis of Public Service Performance Accountability at the Tambaksari District Office in Implementing Good Governance" the results of the study show that the existence of Good Governance in the government system is very necessary in all activities of government agencies (Sholihah & Casmiwati, 2024). By implementing good Good Governance, of course the performance of employees of an organization will run well and in accordance with the goals of the organization. The principles of Good Governance are able to minimize the occurrence of abuse of power and wrong decision making in an organization, so that it can improve the performance of an organization.

Second: the results of research conducted (Siregar & Muslihah, 2019a), entitled "Implementation of Good Governance Principles in Andounohu Village, Kendari City", the results show that Andounohu Village in carrying out village administration is less than optimal and not fully in accordance with the principles of Good Governance because there are several factors that hinder the implementation of Good Governance principles in the Andounohu Village office, both in terms of the number of employees and the quality of employees, so that what the community desires in the realization of good service is in fact still not all fulfilled (Siregar & Muslihah, 2019a).

Third: the results of a study conducted by (Ayuningtiyas et al., n.d.), entitled "Implementation of Good Governance Principles in Public Services in Tempursari Village, Tempursari District, Lumajang Regency", the results are that the Principles of Good Governance in Public Services in Tempursari Village, Tempursari District, Lumajang Regency are running well. Of the 5 principles of Good Governance that are applied, including transparency, justice, participation, responsiveness, efficiency and effectiveness, only transparency still needs to be improved by creating Standard Operating Procedures and Public Service Standards.

Fourth: the results of a study conducted by (Safitri & Wahidahwati, 2024) entitled "Effectiveness of Implementing Good Governance Principles in Public Services at the Buduran District Office", the results show that transparency in Buduran District is still not running well, which causes obstacles to efficiency and community welfare. Although accountability and community participation in the implementation of public services have been running well, the effectiveness of services has not yet achieved the expected efficiency.

Fifth: the results of a study conducted by (Ikayanti, 2024), entitled "Implementation of Good Governance Principles in Village Management in Manera Village, Salomekko District, Bone Regency", the results of the study showed that 1) The application of the principle of accountability in Manera Village has not been optimal, due to the absence of a sanction mechanism for violations of the rules. 2) The application of the principle of transparency in Manera Village has not been optimal, due to the fact that there are still obstacles to accessing information and the lack of regular forums. 3) The application of the principle of participation in Manera Village has not been optimal, due to the absence of a mechanism to channel community aspirations and the absence of women's involvement in the SOTK of the Manera Village Government. 4) the application of the principle of the supremacy of law in Manera Village can be said to be optimal, because there are no more cases of violations of the law that have occurred in the current leadership, indicating the effectiveness of law enforcement in the village.

Sixth: the results of a study conducted by (Siregar & Muslihah, 2019), entitled "Implementation of Good Governance Principles in Village Government Governance", the results of the study show that several aspects have been implemented well, but there are still shortcomings, especially in transparency, where information about Village Funds is only shared through village deliberations and cannot be accessed by all parties. This limited access to information creates barriers to public oversight and participation, which are essential elements of good governance. Without broader dissemination of financial data—such as through notice boards, websites, or regular reports—the risk of mismanagement or misuse of funds increases, and community trust in the village government may decline.

Seventh: the results of a study conducted by (Saputri et al., 2024), entitled "Implementation of Good Governance in the Karangtengah Village Government, Ampelgading District, Pematang Regency", the results of the study show that the Karangtengah Village government has implemented Good Governance in its governance. The implementation of the principle of professionalism is realized by placing professional staff according to their fields. Full accountability by working according to their respective duties as a form of accountability. Transparency is realized by openness to government information.

Fast, precise, accurate, and quality service is a form of excellent service. The implementation of deliberations or program and policy planning meetings involving the community is an implementation of democracy and participation. Efficiency and effectiveness are realized through discipline, ease of service, and

fulfilled vision and mission. As well as the existence of regulations that are used as guidelines or the basis for implementing government, and the establishment of cooperation between the village government and law enforcement officers as a form of manifestation of the supremacy of law (Wibowo & Aqil, 2023).

Although previous studies on the implementation of Good Governance in the local realm, as some of the studies described above have provided a strong foundation, however, these studies are often more descriptive and do not explore factors that directly affect the quality of public services (Fadilah, 2013). This study aims to fill this gap by conducting an in-depth analysis of the factors that influence the effectiveness of Good Governance in Diat Village, Bukal District, Buol Regency, using a qualitative case study approach, this study is expected to provide a significant empirical contribution to the development of a more effective Good Governance implementation model at the village level (Wibowo & Aqil, 2023).

3 | METHODS

The author uses a descriptive qualitative method approach in this study. Thus, the data collected are in the form of words and images, not numbers. If there are numbers, they are only as supporting elements. Data collection was carried out through in-depth interviews with interview guides, which included interview transcripts, field notes, photographs, and personal documents. Data were obtained directly through interviews and observations from informants, as well as indirectly through sources such as books, articles, and documents relevant to the research objectives. The techniques used in data collection include interviews, observations, and documentation. The data analysis process in this study includes three main stages, namely data reduction, data presentation, and drawing conclusions.

4 | RESULTS AND DISCUSSION

4.1 | Principles of Good Governance, using the Responsiveness Indicator

Administrative services in Diat Village have developed over time. A number of factors, both internal and external, have shaped and influenced the quality of services provided. These factors include changes in government policies, community dynamics, and technological developments (Peizer, 2005). Efforts to realize Good Governance at the Village level are often faced with various challenges. Lack of transparency and accountability in decision-making is one of the classic problems rooted in a rigid bureaucratic system that is less responsive to community needs. In addition, factors such as weak supervision, low awareness of the importance of Good Governance, and ineffective services provided by Diat Village officials.

Every program, whether designed strategically or technically, usually faces various obstacles, both from the public service providers and the community (Perrott, 1996). Public services in Diat Village, Bukal District, Buol Regency, are not free from these obstacles. Although Bukal Village has successfully implemented several principles of good governance, challenges and obstacles still arise. Factors that affect the effectiveness of Good Governance in Administrative Services in Diat Village are the non-functioning of the Village Office, inappropriate places or providing services at home, not according to service times, because they are carried out at night (Sharma, 2019).

The services provided by the Diat Village government have their own mechanisms, where each type of service is carried out through a structured process, starting from providing a certificate number to being signed by the village head. Residents who apply for services are required to bring supporting documents, such as family cards, passport photos, and administration fees for certain services, such as making identity cards (KTP) (Susanto et al., 2023).

The research findings, that the process of providing administrative services to the community in Diat Village is not running as it should (Mbaiwa & Stronza, 2010). Services are carried out at the homes of each village

official, so residents have to move from one house to another. In fact, most administrative services are provided at night. This kind of practice clearly deviates from the official procedures in the government work system which should provide services in a structured manner and in accordance with the rules to all levels of society (Mehta & Sahu, 2024). As an interview with Mrs. Karsum as a Female Figure. Here are the results of the interview:

Mrs. Karsum (Female Figure) said "I feel very concerned about the condition of the villagers, because every service is provided at the homes of village officials, not in the office. For example, people who want to make a domicile card must go to the village secretary's house to get a certificate, then go to the hamlet head's house to ask for a signature, and finally to the village head's house for the final signature. This process is clearly very complicated for the residents. However, as a community leader, I cannot do much because my position is only as a subordinate".

This statement is in line with the interview with Mr. Nurdin as a Community Leader. Here are the results of the interview:

Mr. Nurdin (Community Leader) said "I think that the services provided are no longer in accordance with the proper work procedures. In addition to being carried out at night, services are also carried out at the homes of village officials, which of course makes it difficult for the community with this kind of work system"

Based on the results of the interview, it can be concluded that providing services at night is very inefficient because it actually makes it difficult for the community. Moreover, the community must go to the homes of village officials whose locations are far away, so the service feels complicated and convoluted (Mbaiwa&Stronza, 2010).

Based on the findings of the study, it can be concluded that the responsiveness of officers at the Diat Village Office has not been implemented optimally. This shows that responsiveness in public services has not been optimally pursued. In addition, the existing Standard Operating Procedures (SOP) have not fully met the standards expected in the application of Good Governance principles in village administrative services(Allen, 2018).

4.2 | Principles of Good Governance, using the Efficiency and Effectiveness Indicators.

The implementation of the principles of efficiency and effectiveness in Diat Village is considered quite good(Meldyawati, 2023). but there are still shortcomings such as Diat Village officials not working in accordance with work procedures because services are carried out at night and the implementation of administrative services is carried out at the homes of each village official which makes citizens feel complicated (Moerman, 2021). The community hopes that services take place at the village office and are carried out in accordance with applicable procedures (Watini et al., 2021).

As in interviews with several residents regarding the work procedures that have been implemented in Diat Village. The following are statements from the community, including Mr. Sadam. The following are the results of the interview:"I am surprised by the service system in this village. Why should services be carried out at home? This actually makes it difficult for villagers, including me. I am really disappointed with this kind of service" said Mr. Sadam (Resident).

Based on the findings of the study, it can be concluded that the implementation of the principles of efficiency and effectiveness in Diat Village has been considered quite good, but there are still significant shortcomings in the administrative service system. Services provided at night and at the homes of each village official are considered not in accordance with proper work procedures(Nuryanto et al., 2025). making it difficult for residents and causing dissatisfaction. The community hopes that services will be provided at the village office and in accordance with applicable procedures, thus reflecting better governance and being responsive to the needs of residents.

In terms of the time of completion of services in the village, in this case the completion time covers all stages in the administrative service process in Diat Village. In practice, the village government provides services

quickly, but the complicated process of processing signatures often causes the service to feel time-consuming (Mukhopadhyay et al., 2019). To ensure the accuracy of the use of time in completing services, interviews were conducted with several informants. The following are the results of an interview with Mr. Adenan as Secretary of Diat Village:

Mr. Adenan Secretary of Diat Village said "I try to provide administrative services to the community as quickly as possible. However, the distance between the village head's house and the homes of other employees is quite far, making the process take longer"

In line with the statement of Mr. Sadam as a member of the Diat Village community. Here are the results of the interview: Mr. Sadam (member of the Diat Village community) said "When I took care of the business permit, the service from the Village Secretary was very fast and handled immediately without many questions. However, the process of getting signatures from the hamlet head and village head took longer because the distance between the two was quite far".

Then the same thing was conveyed by Mr. Nurdin. Here are the results of the interview: Mr. Nurdin said "As long as the village office has not been used, the completion of administrative services will take longer because the distance between the officers' houses is quite far. In addition, if one of them is not at home, the waiting time will increase".

Here's a comparative table summarizing the key findings and indicators related to the implementation of Good Governance in Diat Village, as discussed in the research:

Table 1. implementation of Good Governance in Diat Village

Good Governance Indicators	Findings in Diat Village	Impact	Recommended Improvement
Responsiveness	Services provided at officials' homes, often at night, leading to delays and inconvenience.	Reduced responsiveness to the needs of residents, as the service process is complicated and inefficient.	Establish a central village office for service delivery during regular hours to enhance responsiveness.
Efficiency	Administrative services are delayed due to the distance between officials' homes and the need for multiple signatures.	The service process is time-consuming and inefficient, as services are provided at different locations.	Centralize services in a village office to streamline the process and reduce delays.
Effectiveness	Services provided at night and at officials' homes, not in a structured, accessible location.	Increases complexity, discourages residents, and leads to dissatisfaction with the service delivery system.	Implement structured service hours and centralized service locations to enhance service delivery.
Transparency	Limited transparency, as services are fragmented across multiple homes.	Difficulty in tracking the service process and accountability issues.	Improve transparency by establishing clear, publicly accessible service procedures at a central location.

Based on the findings of the study, administrative services in Diat Village face major obstacles in the process of processing signatures, which takes longer because the distance between the houses of the village head, hamlet head, and other employees is quite far (Hardy, 2005). Although the Village Secretary provides services quickly, this obstacle makes the community feel that the completion of the entire process is slow. This situation is even more difficult because the village office has not been used as a service center, so that the efficiency of the administrative process cannot be achieved (Siboy et al., 2022).

Thus, the implementation of Good Governance principles, especially in efficiency and effectiveness indicators, has not been optimal, because the administrative services in Diat Village are constrained by the slow signature processing process due to the distance between the officers' houses. Although the Village Secretary provides fast service (Madjid, 2017), the absence of a village office as a service center hampers efficiency and extends the time for completing administration.

5 | CONCLUSION

Implementation of Good Governance in Administrative Services at the Diat Village Level, Bukal District, Buol Regency, especially on the indicators that are the main focus of this study, is the responsiveness indicator (Onichakwe, 2016). The responsiveness or responsiveness of officers at the Diat Village Office has not been implemented optimally. This shows that responsiveness in public services has not been optimally pursued. In addition, the existing Standard Operating Procedures (SOP) have not fully met the standards expected in the application of Good Governance principles to village administrative services. Then the Efficiency and Effectiveness indicator. The application of Good Governance principles, especially on the efficiency and effectiveness indicators, has not been optimal, because the administrative services in Diat Village are constrained by the slow signature processing process due to the distance between the officers' houses. Although the Village Secretary provides fast service, the absence of a village office as a service center hinders efficiency and extends the time for completing administration.

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Disclosure Statement

The authors declare that has no relevant or material financial interests that relate to the research described in this paper.

Data Availability Statement

The data used in this article are entirely sourced from literature studies, including articles, reports, and other publication sources relevant to the topic of Good Governance principles in village administration services. To obtain further access to the references used, readers may contact the author at the email address listed in this article.

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