

---

**| RESEARCH ARTICLE**

**Implementation of Village Governance Based on the Principles of Good Governance of Public Service in Indonesia**

**Junaedi**

*Lecturer of Government Science Department, Faculty of Social and Political Sciences, Muhammadiyah University of Makassar, Indonesia*

**Corresponding Author:** Junaedi, **E-mail:** [junaedi@unismuh.as.id](mailto:junaedi@unismuh.as.id)

---

**| ABSTRACT**

Implementation of Village Government Governance based on Good Governance Principles in Indonesia. A village government is a government carried out by village officials who head a village. In realizing good and responsible governance, it is inseparable from the community's participation to support the implementation of the desired government. In the community, there is enormous potential and resources, if used properly, will make a real contribution to the progress of the community and the village. Various experiences show that governance and development without involving public participation will face serious problems. Therefore, government factors must realize that the community should be involved in every stage of the process of government and development programs. The community is a stakeholder that should not be ignored because they have a strategic role and potential for government and village development continuity.

**| KEYWORDS**

Village Government, Good Governance, Public Service, in Indonesia

**| ARTICLE DOI:** [10.32996/jhsss.2022.4.1.5](https://doi.org/10.32996/jhsss.2022.4.1.5)

---

**1. Introduction**

The importance of implementing Good Governance in various countries has begun to spread from ± 1980, and in Indonesia, Good Governance began to be known more deeply ± 1990, as an important discourse that appears in various discussions, discussions, research, and seminars both within the government. The private business world and the community, including academics.

Since the monetary crisis and crisis of confidence that resulted in dramatic changes in 1998, the Indonesian state has started with various initiatives designed to promote good governance, accountability and wider participation. In other words, Indonesia wants to improve itself with the declaration of Good Governance in the government, private business world, and society.

Decentralization has the potential to create transparency and accountability and can be an asset to foster local democracy. However, in reality, decentralization is not able to automatically contain the principles of good governance. Organizing an effective and more democratic government requires better local governance practices that open up community participation towards civil society (Rachman & Marsuq, 2020).

To realize a civil society, good governance is needed, both at the center and at the regional level, so that they can work well together so that the goals desired by the community are carried out, and this is not only the task of the central government but the government under it starting from the village government and that is what we know as the implications of village autonomy.

A village government is a government carried out by village officials who head a village. In realizing good and responsible governance, it is inseparable from the community's participation to support the implementation of the desired government.

The village community is expected to become a useful community, especially in the process of administering government (at the village level in particular) which is a real embodiment of Good Governance, this kind of community will be solid and participate

actively in determining various government policies, besides that this kind of community will also carry out an effective supervisory function in the implementation of government administration. On the other hand, in a society that is still not effective in front of the government and there are still many social problems in it, such as group conflict and anarchism, it is very unlikely that Good Governance will be enforced.

The reform of the administration of Village Government is essentially a process of reversing the political paradigm, where the democratization process which during the New Order proceeded from above was then reversed through a process that departed from the Village. In this new paradigm, the village is an autonomous legal entity and has the right and authority to regulate its own household (Busrizalti, 2013). Based on Law no. 6 of 2014 concerning Regional Government, the Village is no longer an administrative level, no longer subordinate to the Region, but becomes an independent community, where the community has the right to speak for their own interests and is not determined from top to bottom. Villages that have been played as extras and objects now act as actors (Siswanto, 2008).

The village, in addition to having recognized original authority such as: the authority to manage local resources (village treasury land, crooked land, ulayat land, customary forest), the authority to make and implement local customary law, must also have decentralized authority, namely the authority delegated from the government over it. Of course, this delegated authority must be clear, firm, logical and empirical with the demands and needs of the village public. So far, the authority of the village is limited to a narrow original/customary authority (Suwaryo, 2011). This study aims to determine the factors of the implementation of village governance in Indonesia and to determine the implementation of village governance based on the principles of good governance of public service in Indonesia.

## **2. Methods**

The research approach of this article uses a legal analytical descriptive method, which starts from an effort to explain the existing problems through data-based analysis. The data is obtained by taking into account the problems that can arise in the Implementation of Village Government Governance based on the Good Governance of Public Service Principles in Indonesia. The data collected comes from secondary data from the research results that have been done previously, plus the latest data that has been widely spread in various other supporting literature. Furthermore, the solution to these problems is analyzed as an effort made by the local government to inspire other local governments to improve services to the community.

## **3. Results and Discussion**

### **3.1 Basic Concepts of Governance**

There are some general principles of good governance that need to be known, namely as follows; (1) The principle of legal certainty is the principle in a state of law that prioritizes the basis of laws and regulations, propriety, and justice in every government administration policy; (2) The principle of justice is that every administration of government must reflect justice proportionally for every citizen; (3) The principle of balance is the principle that obliges government administration officials or agencies to maintain, guarantee, at least strive for balance, namely (a) the balance of interests between individuals and individuals; (b) the balance of interests between individuals and society; (c) the balance of interests between the government and citizens; (d) balance of interests between present and future generations; (e) the balance of interests between humans and their ecosystems; (4) The principle of equality is the principle that prioritizes equal treatment from government policy; (5) The principle of openness is a principle that opens itself to the public's right to obtain correct, honest and non-discriminatory information in the administration of government administration while still paying attention to the protection of personal rights, groups and state secrets; (6) The principle of prudence is the principle which implies that a decision must be prepared in advance and then the decision is taken carefully; (7) The principle of motivation is the principle of giving a decision that must be supported by reasons based on facts that are used as the basis for a decision based on legislation; (8) The principle of not exceeding or mixing authority is the principle that requires every Government Administration Officer or Agency not to use the authority they have for their personal interests; (9) The principle of acting reasonably is the principle that requires Government Administration Officials or Agencies not to act and make discriminatory decisions; (10) The principle of fairness and propriety is the principle that obliges a Government Administration Officer or Agency not to act arbitrarily; (11) The principle of responding to reasonable expectations is the principle that requires Government Administration Officials or Agencies to keep their promises which create reasonable expectations for applicants for services and actions required from the government. The principles of government administration, as described previously, are normative, originating from the government's value system and all government guidelines. Including sourced from positive law whose preparation is guided by ethical, philosophical, cultural and religious values that become the identity of a multicultural nation and state.

### **3.2 Government Theory**

Government in English has used the word government, which comes from the syllable to govern, which indicates there is an object being led, namely the people. The existence of the government is something that is a must for the process of leading and being led in people's lives. History has proven that people, no matter how small the group, even as individuals, need government services. Therefore, in everyday life, it is closely related to the functions of the government in it (Sarundajang, 2002).

According to Finer in Kuper & Jessica (2000), the term government refers to four popular basic meanings, namely, first, government refers to a government process, where power is operationalized by those who hold power legally or constitutionally. Second, the term government refers to the existence where the government process takes place. Third, the government directly shows the person (person) who occupies government positions as the executor of power. Fourth, the term government also refers to aspects of the form, method or system of government in society, namely the structure and management of government agencies and the relationship between the governed and the governed (Labolo, 2014).

The authority in the Law of the Republic of Indonesia, Number 30 of 2014 concerning Government Administration in Article 1 Number (5), states that the rights of the Agency and/or government officials or other state administrators to take decisions and/or actions in the administration of government. Likewise, the word rule is defined as controlling or managing a country or region as part of the state. Therefore, the meaning of government means the power to govern a country.

### **3.3 The purpose of establishing the Government**

The objectives of the establishment of the government, among others; (1) In the Preamble to the 1945 Constitution of the Republic of Indonesia, Alenia IV, that the objective of the Government of the Republic of Indonesia is to protect the entire Indonesian nation and the entire homeland of Indonesia, and to promote public welfare, educate the nation's life, and participate in implementing world order based on independence, lasting peace and social justice; (2) Protect and improve the standard of living of the community through the actions and implementation of various decisions. As in the Law of the Republic of Indonesia Number 30 of 2014 concerning Government Administration Article 1 Number 2 that the function of government is a function in carrying out government administration which includes the task of regulating, serving, developing, empowering, and protecting (Gadjong, 2007) (3) To fulfil the noble goal, namely the creation of order as what we term the creation of peace and public order (social order). Tranquility is the inner atmosphere of each individual due to the fulfilment of basic needs (clothing, food, shelter) and the opening of opportunities to actualize their human values. Meanwhile, the order is a dynamic situation and condition that describes compliance with laws, norms and general consensus (Labolo, 2014).

### **3.4 Village Governance**

The development of science in the government system has given birth to a new model called Good Governance. Good governance is a government system that is the dream of the community because good governance has a paradigm that can create efficient governance so that it can bring prosperity to the community. Governance is a process by which a social, economic or other complex organizational system is controlled and regulated. Meanwhile, from a functional perspective, governance is defined as the practice of administering power and authority by the government in the management of government affairs in general and economic development in particular. (Pinto, 1994). UNDP (1994) explains that governance is defined as the exercise of political, economic, and administrative authority to manage the nation's affairs at all levels. Governance has legs; economics, politics and administration. This view asserts that governance has three dimensions, namely the political, economic, and administrative dimensions, affecting the making and implementation of government (state) policies. Therefore, good governance system includes processes and community structures that direct socio-economic and political relations to create a better life.

In relation to the orientation of good governance, the orientation of the development of the public sector is to create good governance, where the basic understanding is good governance, which seeks to create solid and responsible management of development in accordance with the principles of democracy, efficiency, prevention of corruption, both politically and socially administrative. Good governance demands reform of the role of the state apparatus in order to be able to support the smooth and integrated implementation of the duties and functions of government administration and development. According to UNDP (LAN and BPKP, 2000), the characteristics of good governance are: (1) Participation; every citizen has the right to make decisions. (2) the rule of law, the government must be fair and implemented indiscriminately, especially human rights. (3) Transparency, which is built on the basis of the free flow of information. (4) Responsiveness, government administrators must serve the interests of stakeholders. (5) Consensus orientation, intermediary of different interests to get the best in terms of policies and procedures. (6) Equity, all citizens have the right to welfare. (7) Effectiveness and efficiency, government agencies must produce products and use available resources in accordance with the specified. (8) Accountability, decision-makers in government, private sector, and society are accountable to the public. (9) Strategy vision has the right vision to implement public service policies.

### **3.5 Village Administration**

The Republic of Indonesia as a Unitary State is stated in the 1945 Constitution of the Republic of Indonesia Article 1 paragraph (1) that it is necessary to organize a government by providing opportunities and flexibility to regions to carry out regional autonomy. Meanwhile, Article 18 of the 1945 Constitution of the Unitary State of the Republic of Indonesia states, among other things, that the division of Indonesia's territory into large and small regions with the form and structure of government is stipulated by law. In the explanation, it was stated, among other things, that "because the State of Indonesia is an *eenheidsstaat*, Indonesia will not have an area in its environment that is static in nature as well. Indonesian regions will be divided into provinces, and provinces will be divided into smaller regions. In areas that are autonomous or streak or purely administrative in nature, everything is according to the rules that will be determined by law (Widjaja, 2010).

Elucidation of Article 18 of the 4th Amendment to the 1945 Constitution of the Republic of Indonesia contains several main points regarding autonomous regions/regional governments as follows: (1) Large and small regions are not states because these regions were formed within the framework of a unitary state. (2) There are large and small regions that are autonomous, and some are administrative (merely). (3) Regions that have special origin rights are autonomous regions and similar villages. (4) The Republic of Indonesia will respect the position of the regions that have special origin rights (Gadjong, 2007).

The reform of the administration of Village Government is essentially a process of reversing the political paradigm, where the democratization process which during the New Order proceeded from above was then reversed through a process that departed from the Village. In this new paradigm, the village is an autonomous legal entity and has the right and authority to regulate its own household (Busrizalti, 2013). Based on Law no. 6 of 2014 concerning Regional Government, the Village is no longer an administrative level, no longer subordinate to the Region, but becomes an independent community, where the community has the right to speak for their own interests and is not determined from top to bottom. Villages that have been played as extras and objects now act as actors (Siswanto, 2008).

The village, in addition to having recognized original authority such as: the authority to manage local resources (village treasury land, crooked land, ulayat land, customary forest), the authority to make and implement local customary law, must also have decentralized authority, namely the authority delegated from the government over it. Of course, this delegated authority must be clear, firm, logical and empirical with the demands and needs of the village public. So far, the authority of the village is limited to a narrow original/customary authority (Suwaryo, 2011).

Although there has been a change in the law, the basic principles as the rationale for regulating villages remain the same, namely: (1) Diversity, which means that the term Village can be adapted to the origin and socio-cultural conditions of the local community; (2) Participation, that the administration of government and village development must be able to realize the active role of the community so that the community always has and is responsible for the development of life together as fellow villagers; (3) Original autonomy, that the authority of the village government in regulating and managing the local community is based on the rights of origin and socio-cultural values found in the local community but must be carried out in the perspective of village administration; (4) Democracy, meaning that government administration and development implementers in the Village must accommodate the aspirations of the community which are articulated and aggregated through the BPD and Community Institutions as Village Government Partners; (5) Community Empowerment, meaning that the implementation and development in the village is aimed at improving the standard of living and welfare of the community through the establishment of policies, programs and activities that are in accordance with the essence of the problem and the priority needs of the community (Sadu & Irwan, 2007).

The village government is an element of the village administration; the village government consists of the village head and village officials. The village government has the main task (Arenawati, 2014): first, carrying out village household affairs, general government affairs, development, and community development. Second, carry out assistance tasks from the government, provincial governments, and district governments. While the village government organization consists of (a). The leader element, namely the Village Head; (b). Assistant elements of the Village Head, which consist of (1) the village secretary, namely the staff or service element chaired by the village secretary; (2) Technical Implementing Elements, namely Village Head assistant elements who carry out technical affairs in the field such as irrigation affairs, religion, and others; (3) Regional elements, namely Village Head assistants in their working areas such as hamlet heads. The Village Government Organizational Structure is shown in the following figure (Nurcholis, 2011).

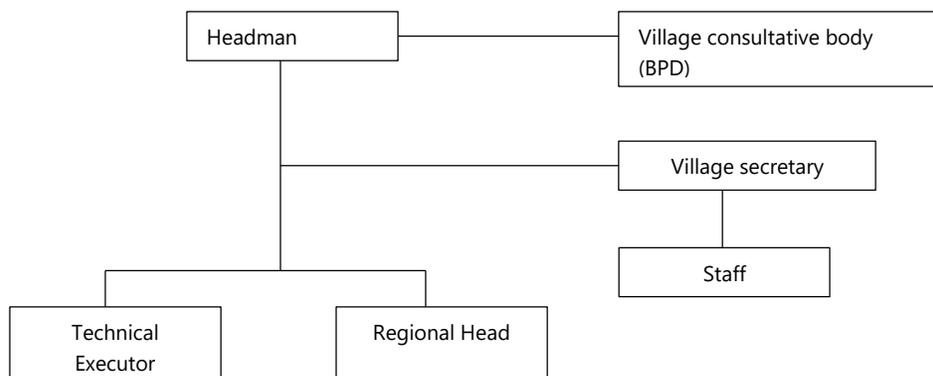


Figure 1. Village Head Organization Structure

The village government ultimately becomes an organization that carries out the administrative duties of assistance from the government from above structurally. In other words, the village has many obligations to carry out administrative tasks rather than

the authority to carry out the mandate of the village people. The village government and the village community gradually are not entities that unite collectively like a legal community unit, but as two actors facing each other due to pragmatic political interests. The rationale for setting up village government includes (Arenawati, 2014).

### **3.6 Good Governance Theory**

#### **3.6.1 Terms and Theory of Good Governance**

The term Good Governance has gradually become a trend among the government, private sector and society in general. In Indonesia itself. Good Governance is translated as good governance. Actually, Good Governance covers the context of government and extends to the community and the private sector (Junaedi, 2020).

This is emphasized by Sedarmayanti (2007), stating that: "Governance is defined as the quality of the relationship between the government and the community being served and protected. Governance includes 3 (three) domains, namely the state/government, the private sector/business (private sectors), and society (society)". According to Santoso, in Muchtar (2005), "Governance is the implementation of politics, economics, and administration in managing the nation's problems".

The World Bank in Ruslan (2005) reveals, "Good governance is an efficient public service, a trustworthy judicial system, and a government administration that is accountable to the public".

The following are some opinions or views on the form of good governance (Good Governance), World Bank (200), Good Governance is an implementation of solid and responsible government management that is in line with the principles of democracy and an efficient market, avoidance of misallocation of investment funds and preventing corruption, both politically and administratively, implementing budgetary discipline, creating a legal and political framework for the growth of private activities; Government Regulation No. 101 of 2000, good governance is a government that develops and applies the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, the rule of law, and can be accepted by the whole community.

From the expressions above, it can be concluded that Good Governance is an action/behaviour of the government that is directing controlling public problems in everyday life in all fields in a good and responsible manner.

#### **3.6.2 Principles of Good Governance**

Sedarmayanti (2007) mentions several "principles/principles of Good Governance, namely: Good Governance Principles according to Bhata, Ghambir 1996; Accountability; Transparency; Openness; Legal certainty; Competency management; HAM.

Principles of Good Governance according to the United Nations Development Program (UNDP) 1997: Participation; Legal certainty; Transparency; Responsibility; Deal oriented; Justice; Effectiveness and efficiency; Accountability; Strategic vision.

The principles of Good Governance according to Law No. 28 of 1999 concerning the implementation of a clean state, free from corruption, collusion, and nepotism are the existence of: a. Legal certainty, b. orderly implementation, namely prioritizing the basis of laws and regulations, propriety and justice in every policy prioritizing order, harmony and balance in controlling and administering the state; c. Public interest, namely prioritizing the general welfare in an aspirational, accommodative and selective way; d. Openness, namely opening oneself to the public's right to obtain correct, honest and non-discriminatory information about state administration while still paying attention to the protection of personal, group and state secrets; e. Proportionality, namely prioritizing the balance between the rights and obligations of state administration; f. Professionalism, namely prioritizing expertise based on the code of ethics and the provisions of the applicable laws and regulations; g. Accountability, namely every activity and the final result of the implementation activities, must be accountable to the community or the people as the holder of the highest sovereignty of the state in accordance with the provisions of the applicable laws and regulations.

According to the Big Indonesian Language Dictionary (KBBI), "Government is a process, method, act of governing". Meanwhile, according to Austin Raney in Suteng (2007) states, "Government is the process of making and enforcing laws in a country",

The village itself, according to the Big Indonesian Dictionary (KBBI), is "a territorial unit inhabited by a number of families that have their own system of government (headed by a village head)".

According to Article 1 paragraph (2) of Law No. 32 of 2004 concerning Regional Autonomy, "A village is a legal community unit that has territorial boundaries that are authorized to regulate and manage the interests of the local community, based on local origins and customs that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia (NKRI). However, according to Law No. 32 of 2004, villages are no longer under sub-districts but under districts/cities.

Village Administration in Government Regulation of the Republic of Indonesia NO. 72 of 2005 concerning Villages, "Village is the administration of government affairs by the Village Government and the Village Consultative Body (BPD) in regulating and managing the interests of the local community based on local origins and customs that are recognized and respected in the system of government of the Republic of Indonesia.

According to article 200 of Law no. 32 of 2004 concerning Regional Autonomy, the village government consists of the Village Government and the Village Consultative Body (BPD). The Village Government consists of the Village Head and Village Apparatus. Where the Village Apparatus is the Village Secretary and other Village Apparatus (article 202). The Village Consultative Body (BPD) or the Village legislature has the function of establishing Village Regulations with the Village Head, accommodating and channelling community aspirations (article 209).

### **3.7 Definition of Village Governance**

As described in the explanation of Government Regulation No. 72 of 2005 concerning Villages, the rationale for the regulation (governance) regarding villages are: Diversity which means that the term "Village" can be adapted to the origins and socio-cultural conditions of the local community; Participation means that the administration of government and village development must be able to realize the active role of the community so that the community always has and is responsible for the development of life together with the villagers; Democratization means that governance and implementation of development in the village must accommodate the aspirations of the community that are combined (articulated) and united (aggregation) through the Village Consultative Body (BPD) and community institutions as partners.

#### **3.7.1 Village government**

Village government is the administration of government affairs in a rural area where the village government consists of the Village Government and the Village Consultative Body (BPD), the Village Government itself consists of the Village Head and Village Apparatus where the Village Apparatus is the Village Secretary and other Village Apparatus. And in this study, the Village Government is one Village Head, one Village Secretary, three other village officials and nine members of the Village Consultative Body (BPD) in Indonesia.

Law No. 32 of 2004 concerning regional autonomy has regulated regional government, including village administration. Article 20 paragraph (1) of Law no. 32 of 2004 concerning regional autonomy explains the general principles of governance which include the principle of legal certainty, the principle of state administration, the principle of public interest, the principle of openness, the principle of proportionality, the principle of accountability, the principle of efficiency, and the principle of effectiveness. All of these principles are the legal basis of Good Governance in Indonesia.

One of the principles of Good Governance is community participation. Community participation is defined as a process that involves the general public in decision making, formulation, implementation, and supervision of policies in governance, development and community development. have a significant influence on improving the performance and implementation of village government with the principles of Good Governance. The implications of improving the performance and implementation of village government in the village are in the form of the implementation of most of the Village Head's programs, and this has created a sense of satisfaction for the majority of the village community towards the performance and implementation of village government by the Village Head. However, this cannot be separated from the support of the village community.

The success of the performance and implementation of village government cannot be separated from the supporting factors. The supporting factors for improving the performance and implementation of village government are in the form of external and internal factors of the village head. The internal factor is that the Village Head is the son of the region and has clearly known the advantages and disadvantages of the village in terms of natural resources and human resources. So that many village communities support the performance and implementation of government. So that most of the programs that have been launched can run well.

Meanwhile, the external factor for improving the performance and implementation of village government is broad support from the village community and the Village Consultative Body (BPD). However, in addition to supporting factors, there are also factors that hinder the performance and implementation of village government in improving Good Governance. As for the inhibiting factors for the performance and implementation of village government in improving Good Governance, there are economic problems experienced by some village communities, where every village program that requires self-help funds from the village community has been neglected due to lack of funding participation from the village community.

The success of the performance and implementation of village government cannot be separated from the supporting factors. The supporting factors for improving the performance and implementation of village government are in the form of external and internal factors of the village head. The internal factor is that the Village Head is the son of the region and has clearly known the advantages and disadvantages of the village in terms of natural resources and human resources. So that many village communities support the performance and implementation of government. So that most of the programs that have been launched can run well. Meanwhile, the external factor for improving the performance and implementation of village government is broad support from the village community and the Village Consultative Body (BPD).

In addition to supporting factors, there are also inhibiting factors for the performance and implementation of village government in improving Good Governance. The factors that hinder the performance and implementation of village government in improving Good Governance are economic problems experienced by some village communities, where every village program that requires

self-help funds from the village community is neglected due to the lack of participation of funds from the village community villagers.

### **3.8 Public service**

In Indonesia, the reform of the government system and public services is marked by the birth of various provisions relating to the implementation of the state/regional government system based on the good governance paradigm, namely a government system that is more transparent, fair and accountable by prioritizing public services. The purpose of reforming the system of administering the government bureaucracy is to strengthen and empower community participation in various government activities, including in making public policies. The basic idea of reforming the bureaucratic government system is the state as a formal and constitutional legal institution in charge of administering the government, both in its function as a regulator and as an agent of change. Reform of the government system requires the actual implementation of civil society, namely a system of government that provides broad space for the community to play a role in the administration of democratic governance in accordance with the paradigm of good governance.

In the context of the government system and political system, the question that needs to be answered is what should be done to encourage public participation in governance, development and public services in Indonesia? What format of government system should be developed in order to be able to facilitate public participation? What kind of bureaucratic system is conducive to public participation. Community participation requires a public sphere where every citizen can freely and independently express his opinion on various social problems. Communities should have adequate space to utilize their potential in fulfilling their life needs, such as freedom to determine political direction/choice, legally fair treatment, education costs and services, such as free education, cheap health services, and other needs. The concept of society boils down to three main requirements in government, namely: (1) real competition between individuals and groups; there is no element of coercion, (2) political participation that involves as many citizens as possible in policymaking, implementation and monitoring of policies—public, (3) political freedom in all social and state processes.

### **3.9 Towards Good Village Government Governance**

According to law no. 6 of 2014 village is a village and customary village or what is called by another name, hereinafter referred to as Village, is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, origin rights, and/or traditional rights that are recognized and respected in the government system of the Unitary State of the Republic of Indonesia, while Village Administration is the administration of government affairs and the interests of local communities in the government system of the Unitary State of the Republic of Indonesia; thus the village is the smallest unit in the governance structure of a State, which may be said that in a very prosperous country if the village is not yet prosperous, the welfare of the village community is a real benchmark to see the level of welfare of a country.

The enactment of the latest law no. 6 of 2014 concerning Villages raised various responses from many elements; the basic thing being discussed was the distribution/sharing of power from the center to the village level, another thing that was discussed was the existence of 10% of the APBN which would be disbursed by the government for each village looking at the current Indonesian state budget, each village will receive more than 1 billion, not denying that this is a breath of fresh air for the village government, however, what is also a problem is the presence of such large funds in the village, it is feared that corrupt actors will emerge in the village. Village level if in the implementation of village governance good village governance is not applied.

The role of the village government in implementing Good Governance is the implementation of the duties, functions, authorities, rights, and obligations of the village government in terms of planning implementing development in the village, especially those relating to village governance. In order to build good governance in the current reform era, realizing good governance is something that is non-negotiable and absolutely fulfilled. The principles of good governance include, among others: (1) accountability, which is defined as the obligation to account for its performance; (2) openness and transparency in the sense that the public can not only access a policy but also play a role in the process of its formulation; (4) community participation in various general government and development activities.

In general, good governance with a clean government. Here is proposed an initial thought about good governance as a new administration/development management paradigm. Good Governance is a form of development management, which is also called development administration. Development Administration / Development Management places the role of the central government. The government becomes the agent of change of developing society in a developing country. In Good Governance, it is no longer the government but also citizens, the community and especially the business/private sector that play a role in governance. So there are government administrators, private operators, even community organizations (NGOs, for example). This is also due to a change in the development paradigm with a review of the government's role in development, which originally

acted as a regulator and market participant, creating a conducive climate and investing in infrastructure that supports the business world.

2014 Village is a village and traditional village or what is called by another name, hereinafter referred to as Village, is a legal community unit that has territorial boundaries that are authorized to regulate and manage government affairs, the interests of the local community based on community initiatives, origin rights, and/or rights. which is recognized and respected in the government system of the Unitary State of the Republic of Indonesia, while the Village Administration is the administration of government affairs and the interests of the local community in the government system of the Unitary State of the Republic of Indonesia; thus the village is the smallest unit in the governance structure of a country, where might it be said that in a country is very prosperous if the village is not yet prosperous, the welfare of the village community is a real benchmark to see the level of welfare of a country. With the enactment of the latest law no. 6 of 2014 concerning Villages raised various responses from many elements; the basic thing being discussed was the distribution/sharing of power from the center to the village level; another thing that was discussed was the existence of 10% of the APBN which would be disbursed by the government for each village. Looking at the current Indonesian state budget, each village will receive more than 1 billion, not denying that this provides fresh air for the village government; however, what is also a problem is that with such large funds in the village, it is feared that corrupt actors will emerge. At the village level, if in the implementation of village governance, good village governance is not applied.

The role of the village government in implementing Good Governance is the implementation of the duties, functions, authorities, rights, and obligations of the village government in terms of planning implementing development in the village, especially those relating to village governance. In order to build good governance in the current reform era, realizing good governance is something that is non-negotiable and absolutely fulfilled. The principles of good governance include, among others: (1) accountability, which is defined as an obligation to account for its performance; (2) openness and transparency in the sense that the public can not only access a policy but also play a role in the process of its formulation; (4) community participation in various general government and development activities.

In general, good governance with a clean government. Here is proposed an initial thought about good governance as a new administration/development management paradigm. Good Governance is a form of development management, which is also called development administration. Development Administration / Development Management places the role of the central government. The government becomes the agent of change of developing society in a developing country. In Good Governance, it is no longer the government but also citizens, the community and especially the business/private sector that play a role in governance. So there are government administrators, private operators, even community organizations (NGOs, for example). This is also due to a change in the development paradigm with a review of the government's role in development, which originally acted as a regulator and market participant, creating a conducive climate and investing in infrastructure that supports the business world.

**Table 1. Number of Villages/Kelurahan by Province, 2019**

No	Provinces	Number of Villages	No	provinces	Number of villages
1.	Aceh	6 516	19.	Bengkulu	1 514
2.	North Sumatra	6 132	20.	Lampung	2 654
3.	West Sumatra	1 159	21.	Bangka Belitung Islands	391
4.	Riau	1 875	22.	Riau islands	417
5.	Jambi	1 562	23.	DKI Jakarta	267
6.	South Sumatra	3 289	24.	West Java	5 957
7.	Central Java	8 562	25.	East Nusa Tenggara	3 353
8.	In Yogyakarta	438	26.	West Kalimantan	2 132
9.	East Java	8 496	27.	Central Kalimantan	1 576
10.	Banten	1 552	28.	South Kalimantan	2 008
11.	Bali	716	29.	East Kalimantan	1038
12.	West Nusa Tenggara	1 143	30.	North Kalimantan	482
13.	North Sulawesi	1 839	31.	Maluku	1240
14.	Central Sulawesi	2 020	33.	North Maluku	1199
15.	South Sulawesi	3 051	34.	West Papua	1986
16.	Southeast Sulawesi	2 317	35.	Papua	5 555
17.	Gorontalo	734		Indonesia	83 820
18.	West Sulawesi	650			

Source: BPS (2020)

#### 4. Conclusion

Based on the explanation in the results section and the discussion above, it can be concluded that the factors that cause conflict include differences in choices, differences in group interests, miscommunication among supporters, weak administration and socialization, and partiality and mobilization. There are five local government conflict management indicators that are used to determine the Pilkades conflict management in Luwu Regency, among others; (1) Competition, namely conducting more competition on approaches and gaining the sympathy of the local government in this case the Luwu Regent has become an idol for the community, carried out by one of the Village candidates; (2) Collaboration, namely reducing the conflict between two candidates for cooperation in protesting the results of the election, this action was responded positively and negatively by the community; (3) Compromise, namely the elected Village head and community leaders accommodate the community in freedom of opinion for the sake of realizing mutual respect for one another is the best way to resolve conflicts; (4) Avoiding, namely the government plays an active role in resolving conflicts, so that the people of both parties withdraw and avoid conflict; (5) Accommodating, namely the absence of excessive pressure by the elected village pack against the opponent of the conflict, so that the opponent slowly accepts and adjusts the circumstances of the decision to determine the final election result made by the government.

The implementation of Good Governance (good governance) can be applied to starting from the lowest level to a higher level. In state government, the lowest level is the village government. In the implementation of Good Governance, there are two things that must be considered. First, democratic governance, namely village government originating from community participation, is managed by the community and utilized as well as possible for the community. Second, the relationship between elements of governance in the village is based on the principles of equality, balance and trust. Elements of Governance in Aras Village, Kabu Lubuk Pakam, Beringin District, Deli Serdang Regency are 1 Village Head and 5 Village Apparatus who have the task of regulating and supervising the community as village government policymakers, as well as 9 Village Consultative Body (BPD) which has the task of as a representative, merging, unifying the making of regulations in the village and supervising the performance of the Village Government as well as providing information to the community.

Thus, it is hoped that these three elements can work together in improving Good Governance, especially the participation of the Aras Kabu Village community and can show the relationship of community participation by improving Good Governance in Aras Kabu Village, Lubuk Pakam, Beringin District, Deli Serdang Regency by participating in creating good governance in each program/activities in the village.

#### References

- [1] Arenawati, (2014). *Administrasi Pemerintahan Daerah, Sejarah, konsep dan penatalaksanaan di Indonesia*. Yogyakarta: Graha Ilmu.
- [2] Busrizalti. (2013). *Hukum Pemda Otonomi Daerah dan Implikasinya*. Yogyakarta: Total Media
- [3] Gadjong, A.A. (2007). *Pemerintahan Daerah*. Bogor: Ghalia Indonesia
- [4] Junaedi, J. (2020). Implementation of Good Corporate Governance (GCG) in the Field of Securing Plantation Assets. *Journal La Sociale*, 1(3), 5-9. <https://doi.org/10.37899/journal-la-sociale.v1i3.110>
- [5] Kuper, A., & Jessica. (2000). *The Social Science Encyclopedia* (terjemahan). Jakarta: PT Raja Grafindo Persada
- [6] Labolo, M. (2014). *Memahami Ilmu Pemerintahan: Suatu Kajian Teori, Konsep, dan Pengembangannya*. Jakarta: Rajawali Pers
- [7] Muchtar, R. (2005). ParJisipasi Masyarakat dalam Menegakkan GoodGovernance *Jurnal Kewarganegaraan*, 3(2): 13-25.
- [8] Nurcholis. H, (2011). *Pertumbuhan & Penyelenggaraan Pemerintahan Desa*. Jakarta: Penerbit Erlangga
- [9] Rachman, M., & Marsuq, M. (2020). The capability of Dynamic Governance Aspects of Thinking Across: Case Studies in Building and Environmental Planning in Strategic Areas. *Journal La Bisecoman*, 1(2), 20-24. <https://doi.org/10.37899/journallabisecoman.v1i2.113>
- [10] Ruslan, D. (2005). TaJa PemerinJahan yang baik (Good Governance) dan PembangunanDaerah. *Jurnal Kewarganegaraan*, 3 (2): 185-203.
- [11] Sadu, W., & Irwan, T. (2007). *Prospek Pengembangan Desa*. Bandung : CV. Fokus Media.
- [12] Sarundajang. (2002). *Pemerintahan Daerah di Berbagai Negara, Tinjauan Khusus Pemerintahan Daerah di Indonesia: Perkembangan Kondisi dan Tantangan*. Jakarta: Sinar Harapan
- [13] Sedarmayanti. (2007). *Good Governance*. Bandung: Mandar Maju.
- [14] Siswanto, S. (2008). *Hukum Pemerintahan Daerah di Indonesia*. Jakarta: Sinar Grafika.
- [15] Suteng, B. (2000). *Pendidikan KewareganegaraanKelas XI*. Jakarta: Erlangga.
- [16] Suwaryo, U. (2011). Mengembalikan Otonomi Untuk Desa. *Governance*, 2(1), 1-12.
- [17] Widjaja, H. A. W. (2010). *Otonomi Desa*. Jakarta : PT Raja Grafindo Persada.