

## IMPLEMENTATION OF VILLAGE GOVERNANCE BASED ON PRINCIPLES OF GOOD GOVERNANCE OF PUBLIC SERVICE IN INDONESIA

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### Abstract

Implementation of Village Government Governance in Indonesia according to the Principles of Good Governance. Government in the village is carried out by village officials, and the leader of a village is referred to as the village chief. Good and responsible government cannot be realized without the community's participation in and support for the implementation of the desired government. If properly utilized, the community's vast potential and resources will significantly contribute to the development of the community and the village. Numerous experiences demonstrate that governance and development without public participation will be fraught with difficulties. In light of this, government actors must recognize that the community should be engaged in every phase of government and development programs. Communities are irreplaceable stakeholders due to their strategic roles and potential for the continuity of village administration and development.

**Keywords:** Village Government, Good Governance, Public Service, in Indonesia

### INTRODUCTION

Beginning 1980, the importance of implementing Good Governance in various countries began to increase, and in Indonesia, Good Governance became more widely known 1990, as an important discourse that emerged in numerous discussions, discussions, research, and seminars within the government, the private business sector, society, and the academic community. Since the 1998 financial crisis and confidence crisis, which resulted in significant changes, the Indonesian government has undertaken a number of initiatives to promote good governance, accountability, and broader participation. In other words, Indonesia intends to better itself by instituting Good Governance in the government, private sector, and society.

Decentralization has the potential to foster openness and accountability, and can be a catalyst for expanding local democracy. In reality, however, decentralization cannot inherently incorporate the principles of sound governance. Better municipal governance practices that facilitate community participation in civil society (Civil Society) are required to organize a more effective and democratic government. To realize civil society (Civil Society), good governance is required, both at the central and regional levels, so that they can cooperate well to achieve the goals desired by the community. This is not the sole responsibility of the central government, but also the governments subordinate to it, beginning with the village government; this is the implication of village autonomy.

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Government in the village is carried out by village officials, and the leader of a village is referred to as the village chief. Good and responsible government cannot be realized without the community's participation in and support for the implementation of the desired government.

The village community is anticipated to be a useful community, particularly in the process of administering government (at the village level in particular) is a real embodiment of Good Governance, this type of community will be solid and actively participate in determining various government policies, in addition to performing an effective oversight function in the implementation of governance. In contrast, Good Governance is unlikely to be upheld in a society that is still powerless before the government and has numerous social problems, such as group conflict and anarchism.

The reform of village government administration is fundamentally a process of reversing the political paradigm, in which the process of democratization, which during the New Order proceeded from above, was then reversed by a process that originated from the village. In this new paradigm, the village is an independent legal entity with the authority and right to administer its own household (Busrizalti, 2013: 12). Based on Law No. 6 of 2014 pertaining to Regional Government, the Village is no longer an administrative level, no longer a subordinate of the Region, but rather an independent community whose citizens have the right to advocate for their own interests and not be determined from the top down. Villages that were previously used as spectators and props now perform as actors (Siswanto, 2008:8).

In addition to having original recognized authorities, the village must have the authority to manage local resources (village treasury land, Bengkok land, ulayat land, customary forest), the authority to make and implement local customary law, and decentralized authority, i.e. authority transferred from the government to it. Obviously, this delegated authority must be obvious, firm, logical, and empirical in accordance with the demands and requirements of the village public. To date, village authority has been restricted to original/customary authority (Suwaryo, 2011: 6).

### **Formulation of the problem**

Based on the explanation of the research background, the researcher formulated the research questions as follows:

1. How is the Implementation of Village Government Governance in Indonesia?
2. How is the Implementation of Village Government Governance based on the Principles of Good Governance of Public Service in Indonesia?

### **Research Purposes and Objectives**

The purpose of this research is:

1. Know and analyze analytically and comprehensively the Implementation of Village Government Governance in Indonesia.
2. Analyzing the Implementation of Village Government Governance based on the Principles of Good Governance of Public Service in Indonesia.

### **The purpose of this research is**

1. To find out the factors of implementing village government governance in Indonesia.
2. To find out the Implementation of Village Government Governance based on the Principles of Good Governance of Public Service in Indonesia.

### **Benefits and Usability of Research**

**The benefits of research can be described as follows:**

#### **Theoretically**

This study is also expected to contribute to the development of a theory of Village Government Governance Implementation based on the Principles of Good Governance of Public Service in Indonesia. The results of this study can be used as a reference or further research for researchers in the field of governance who want to study more about the Implementation of Village Government Governance based on the Principles of Good Governance of Public Service in Indonesia.

#### **Practically**

##### **a. For Government**

This research is expected to be a reference for policymakers, both at the Central, Provincial, and District/City levels, especially in the context of Implementing Village Government Governance based on the Principles of Good Governance of Public Service.

##### **b. For Society**

This research provides a practical contribution to solving problems in the Implementation of Village Government Governance based on the Principles of Good Governance of Public Service in Indonesia. This research will provide an overview of the solution to the problem. In addition, in obtaining information and/or solutions, of course, it is supported by the role and support of the community in maintaining the harmony of social and state life.

##### **c. For Researchers**

Can be used as a reference or library material used as previous research for researchers in the field of government scientists who focus on studying the Implementation of Village Government Governance based on the Principles of Good Governance of Public Service in Indonesia.

## **RESEARCH METHODS**

This article's research strategy employs a legal analytical descriptive method, which begins with an endeavor to explain existing problems through data-driven analysis. Consideration is given to problems that may arise during the Implementation of Village Government Governance in Indonesia based on the Principles of Good Governance of Public Service. The collected data consists of secondary data from previously conducted research and the most recent data that has been extensively disseminated in various supporting literature. In addition, the solution to these problems is analyzed in terms of the local government's efforts in order to inspire other local governments to enhance their community service.

## **RESULTS AND DISCUSSION**

### **Basic Concepts of Governance**

#### **Definition of Government**

According to Djaenuri & Aisyah (2012: 1.4-1.5), several general principles of good governance need to be known, namely as follows.

1. The principle of legal certainty is a principle in a rule of law that prioritizes the basis of laws and regulations, decency and justice in every government administration policy.

2. The principle of justice is that every implementation of government administration must reflect proportional justice for every citizen.
3. The principle of balance is the principle that obliges government administration officials or agencies to maintain, guarantee, or 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 ecosystem.
4. The principle of equality is the principle that prioritizes equal treatment from government policies.
5. The principle of openness is the principle that opens oneself to the public's right to obtain correct, honest and non-discriminatory information in the administration of government while still paying attention to the protection of the human rights of individuals, groups and state secrets.
6. The principle of accuracy is a principle which implies that a decision must be prepared beforehand and then the decision is taken carefully.
7. The principle of motivation is the principle of making a decision that must be supported by reasons based on facts which form the basis of a decision based on laws and regulations.
8. The principle of not exceeding or mixing authority is the principle that obliges every Government Administration Officer or Agency not to use the authority they have for their interests.
9. The principle of reasonable action is the principle that obliges Government Administration Officials or Agencies not to act and make discriminatory decisions.
10. The principle of fairness and decency is the principle that obliges Government Administration Officials or Agencies not to act arbitrarily.
11. The principle of responding to reasonable expectations is the principle that requires Government Administration Officials or Agencies to fulfil their promises which creates reasonable expectations for applicants for the services and actions required from the government.
12. The principle of negating the consequences of a cancelled decision is the principle obliging a Government Administration Officer or Agency to take immediate action or compensate for losses incurred as a result of a cancelled decision.
13. The principle of protection of personal views on life is the principle that obliges Government Administration Officials or Agencies to respect the personal views of a person or group and take action and provide services without discriminating against any member of the public.
14. The Principle of Orderly Implementation of government administration is the principle that forms the basis of order, harmony and balance in controlling the administration of government administration.
15. The principle of accountability is the principle which determines that every activity and final result of the activities of State Administrators must be accountable to the public or the people as the highest holder of state sovereignty in accordance with the provisions of the applicable laws and regulations.

16. The principle of proportionality is the principle that prioritizes a balance between the rights and obligations of citizens or residents who have an interest in the decisions or behaviour of government administration officials on the one hand, and between the interests of citizens and administration of government on the other hand.
17. The principle of professionalism is the principle that prioritizes expertise in accordance with the duties and code of ethics that apply to Government Administration Officials or Agencies that issue government administration decisions concerned.
18. The principle of public interest is the principle that prioritizes public welfare in an aspirational, accommodative, selective and non-discriminatory manner.
19. The principle of efficiency is the principle of administering government administration which is oriented towards minimizing the use of resources to achieve the best work results.
20. The Principle of Effectiveness is the principle of implementing government administration that is oriented towards effective and efficient goals.

The previously described principles of government administration are normative in character, originating from the government value system and all government regulations. Including positive law whose formulation is guided by the moral, philosophical, cultural, and religious values that define a multicultural nation and state.

### **Government Theory**

The English word for government is government, which is derived from the syllable to govern, indicating that there is an object being led, namely the people. The obligation to lead and be led in people's lives is contingent upon the existence of the government. History has demonstrated that society, regardless of group size, and even as individuals, require government services. Therefore, it is closely related to the functions of government in common life (Sarundajang, 2002: 5).

According to Finer in Kuper & Jessica (2000: 418), the term government refers to at least four popular conceptions, including the following: first, government refers to a process of government in which power is operationalized by those who legally or constitutionally hold power. Second, the term government refers to the physical location where government processes occur. Thirdly, the government displays the occupants of government positions as the actual executors of power. Fourth, the term government also refers to aspects of the form, method, or system of government in society, including the structure and administration of government agencies as well as the relationship between those who rule and those who are governed (Labolo, 2014: 16-18).

Article 1 Number (5) of the Law of the Republic of Indonesia Number 30 of 2014 pertaining to Government Administration stipulates the authority of Agencies and/or government officials or other state administrators to make administrative decisions and/or take administrative actions. Similarly, the definition of govern is to control or manage the state or a part of the state. Therefore, the definition of government is the authority to rule a nation (Surianingrat, 1992: 9–10).

### **Purpose of forming the Government**

The purpose of forming a government, among others:

1. In the Preamble to the 1945 Constitution of the Republic of Indonesia Alenia IV, it is stated that the purpose of the Indonesian State Government is to protect the entire Indonesian nation and all Indonesian bloodshed, as well as to promote public welfare, educate the nation's life, and participate in implementing a world order based on independence, lasting peace, and social justice.
2. safeguard and enhance the standard of living of the populace through actions and implementation of diverse decisions (Muradi, 2014: 73). As stated in Article 1 Number 2 of the Law of the Republic of Indonesia Number 30 of 2014 on Government Administration, the function of government is to carry out Government administration, which includes regulatory, service, development, empowerment, and protection duties (Gadjong, 2007: 35).
3. To achieve a noble objective, namely the establishment of order as the establishment of calm and public order (social order). Individuals experience peace when their fundamental necessities (clothing, food, and shelter) are met and they have opportunities to actualize their human values. In the meantime, order is a dynamic situation and condition that denotes adherence to the law, norms, and general consensus (Labolo, 2014: 17).

### **Village Governance**

The introduction of science into the government system has spawned a new model known as Good Governance. Good governance is the governance system of the people's dreams because it has a paradigm that can produce efficient governance, thereby bringing prosperity to society. Frederickson (1997) defines governance as the process of controlling and regulating a social, economic, or other complex organizational system. From a functional standpoint, governance is defined as the government's practice of administering power and authority in managing government affairs in general and economic development in particular. (Pinto, 1994). Governance is defined by UNDP (1994) as the exercise of political, economic, and administrative authority to administer the affairs of the nation at all levels. The three pillars of governance are economic, political, and administrative. This perspective emphasizes that governance has three dimensions, namely political, economic, and administrative dimensions, and that these three dimensions influence the formulation and execution of government (state) policies. Consequently, a system of good governance consists of the processes and structures of society that direct socio-economic and political relations to improve life.

Concerning the orientation of good governance, according to Masdiasmo (2002), the orientation of public sector development is to create good governance, where the basic understanding is good governance, which seeks to create a solid and responsible management of development in accordance with the principles of democracy, efficiency, and corruption prevention, both politically and administratively. Good governance necessitates that the role of the state apparatus be reformed so that it can support the seamless and integrated implementation of governance and development tasks and functions. According to UNDP (LAN and BPKP, 2000), one of the characteristics of effective governance is that every citizen has the right to participate in decision-making. 2) Rule of law, government, and human rights must be implemented impartially and fairly. 3) Transparency, which is founded on the unrestricted movement of information. 4) Receptivity, government

administrators must service the interests of constituents. 5) Consensus orientation, a mediator between competing interests in order to achieve the best policies and procedures. 6) Equity, every citizen is entitled to assistance. 7) In order to be effective and efficient, government agencies must produce products and utilize available resources in accordance with the requirements. 8) Accountability Government, private sector, and societal decision-makers are accountable to the public. 9) The strategy vision is appropriate for implementing public service policies

### **Village Administration**

Article 1 paragraph 1 of the 1945 Constitution of the Republic of Indonesia states that, as a unitary state, the Republic of Indonesia must organize a government that gives the regions the opportunity and latitude to exercise regional autonomy. Article 18 of the 1945 Constitution of the Unitary State of the Republic of Indonesia stipulates, among other things, the division of Indonesia's territory into large and minor areas, as well as the government's form and composition. In this explanation, it was stated, among other things, that "because the State of Indonesia is an *eenheidsstaat*, Indonesia will not have any *staat* regions within its environment." The regions of Indonesia will be subdivided into provinces, which will then be subdivided into smaller regions. In areas that are autonomous, have stretch en locale rechtsgemeenschappen, or are administrative in nature, everything is governed by the law (Widjaja, 2010: 1).

The elucidation of Article 18 of the Fourth Amendment to the 1945 Constitution of the Republic of Indonesia contains the following primary points concerning autonomous regions and regional government: Large and minor regions are not states because they are established within a unitary state's framework. There are autonomous large and minor regions, as well as administrative regions. (3) Regions with special hereditary rights are autonomous regions and municipalities with similar characteristics. (4). The Republic of Indonesia will respect regions with special origin rights (Gadjong, 2007: 224).

The reform of village government administration is fundamentally a process of reversing the political paradigm, in which the process of democratization, which during the New Order proceeded from above, was then reversed by a process that originated from the village. In this new paradigm, the village is an independent legal entity with the authority and right to administer its own household (Busrizalti, 2013: 12). Based on Law No. 6 of 2014 pertaining to Regional Government, the Village is no longer an administrative level, no longer a subordinate of the Region, but rather an independent community whose citizens have the right to advocate for their own interests and not be determined from the top down. Villages that were previously used as spectators and props now perform as actors (Siswanto, 2008:8).

In addition to having original recognized authorities, the village must have the authority to manage local resources (village treasury land, Bengkok land, ulayat land, customary forest), the authority to make and implement local customary law, and must have decentralized authority, i.e. the authority transferred to it by the government. Obviously, this delegated authority must be obvious, firm, logical, and empirical in accordance with the demands and requirements of the village public. To date, village authority has been restricted to original/customary authority (Suwaryo, 2011: 6).

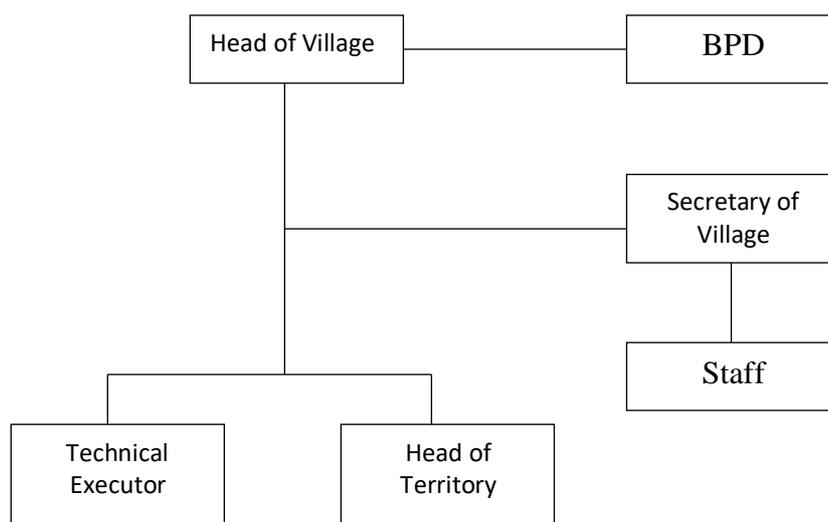
Despite a change in the law, the basic principles as the rationale for the regulation regarding villages remain the same, namely: (1) Diversity, which means

that the term village can be adapted to the origins and socio-cultural conditions of the local community; (2) Participation, that governance and village development must be able to realize the active role of the community so that the community always owns and is responsible for the development; and (3) Sustainability, that governance and village development must be able to realize the active role of the community so that (4) Democracy, which means that the administration of government and development implementers in the Village must accommodate the aspirations of the people, which are articulated and aggregated through the BPD and Community Institutions as Village Government Partners; (5) Community Empowerment, which means that implementation and development in the village are aimed at increasing the standard of living and welfare of the community through the establishment of policies, programs, and activities; and (6) Environmental Sustainability, which means that implementation and development in the village are aimed at protecting the environment and

**Village Administration**

The village administration includes the village government, which comprises of the village head and the village apparatus. The primary responsibilities of the village government (Arenawati, 2014: 62) are handling village domestic affairs, general government affairs, development, and community development. Second, carrying out co-administration duties assigned by the federal, provincial, and local governments. While the village government organization consists of (a). Leader elements, namely the Village Head; (b). (1) the village secretary, i.e. the staff or service element chaired by the village secretary; (2) Technical Implementing Elements, i.e. Village Head assistants who carry out technical affairs in the field such as irrigation and religious matters; and (3) Regional elements, i.e. Village Head assistants in their working area, such as hamlet heads. The accompanying diagram depicts the Organizational Structure of the Village Government (Nurcholis, 2011: 73).

**Picture of Village Head Organizational Structure**



The village government eventually becomes an organization that carries out structural administrative duties from the government from above. 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. Village government and village community gradually are not collectively united entities such as legal community units, but as two actors facing each other caused by pragmatic political interests. The rationale for village governance arrangements includes (Arenawati, 2014: 36):

## **Theory of Good Governance**

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

The term good governance has gradually become a trend in government, private and public circles in general. In Indonesia itself. Good Governance is translated as good governance, Trianto (2007: 321). In fact, good governance does not only cover the government context but also extends to the public and the private sector.

This is confirmed by Sedarmayanti (2007: 2) states: "Governance is defined as the quality of the relationship between the government and the community that is served and protected. Governance includes 3 (three) domains, namely the state/government (state), the private sector/business world (private sector) ), and society (society)".

According to Santoso, in Muchtar (2005: 13) "Governance is the implementation of politics, economics, and administration in managing the nation's problems".

In (<http://www.google.com/goodgovernance.html>) it is stated "Good Governance is action/behaviour based on values that are directing, controlling or influencing public issues to embody these values in actions and daily life".

Sutoro Eko in (<http://www.ireyogya.org.com>) states "Good Governance and similar concepts such as democratization, decentralization and deregulation are very popular public discourse commodities in the reform era".

The World Bank in Ruslan (2005: 188) reveals "Good governance is an efficient public service, a judicial system that can be trusted, and a government administration that is accountable to the public".

Following are some opinions or views on the form of good governance, in Budiyanto (2005: 34), namely: World Bank (200), Good Governance is a solid and responsible administration of government management that is in line with the principles of democracy and the market efficient management, avoiding misallocation of investment funds and preventing corruption, both politically and administratively, carrying out budgetary discipline, creating a legal and political framework for the growth of private activity; Government Regulation No.101 of 2000, good governance is a government that develops and implements the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, rule of law, and can be accepted by all people.

From the above expressions, it can be concluded that good governance is an action/behaviour of a government that is directing, and controls, public problems in everyday life in all fields properly and responsibly.

### **Good Governance Principles**

Sedarmayanti (2007: 13-25) lists the following "principles/principles of Good Governance: The Good Governance Principles according to Bhata, Ghambir, 1996; Accountability; Openness; Legal Certainty; Management of Competencies; HAM

In 1997, the United Nations Development Program (UNDP) identified the following as the principles of Good Governance: Participation; Legal certainty; Transparency; Responsibility; Transaction-focused; Justice; Effectiveness and efficiency; Accountability; a strategic vision.

According to Law No. 28 of 1999 regarding the administration of a clean state, free from corruption, collusion, and nepotism, the principles of Good Governance are: a. legal certainty, b. orderly administration. Prioritizing the basis of laws and regulations, propriety, and fairness in every policy; prioritizing order, harmony, and balance in state administration and control; c. Public interest, that is, prioritizing the general welfare in an aspirational, accommodative, and selective manner; d. Transparency, that is, opening oneself to the public's right to obtain accurate, honest, and nondiscriminatory information about the administration of the state while still protecting personal, group, and state secret human rights; e. Proportionality, i.e., prioritizing the balance between the rights and obligations of administering the state; f. Professionalism, i.e., prioritizing expertise based on a code of ethics and provisions of applicable laws and regulations; g. Accountability, i.e., that every activity and the final result of the implementation of activities must be accountable to the community or the people as the holder of the highest sovereignty of the state;

According to the Big Indonesian Dictionary (KBBI), "Government is a process, method, and act of governing" Austin Raney in Suteng (2007: 36) states, "Government is the process of making and enforcing laws in a country." The Big Indonesian Dictionary (KBBI) defines a village as "a unitary area inhabited by a number of families with their own government system (headed by a village head)".

In the system of government of the Unitary State of the Republic of Indonesia (NKRI), villages are defined by article 1 paragraph 2 of Law No. 32 of 2004 on Regional Autonomy as "legal community units with territorial boundaries that are authorized to regulate and manage the interests of the local community, based on recognized and respected local origins and customs." However, according to Law No. 32 of 2004, the municipality is no longer governed by the district but by the district/city.

Administration of Villages in Government Regulation of the Republic of Indonesia No. 72 of 2005 on Villages, "Villages are the implementation of government affairs by the Village Government and the Village Consultative Body (BPD) in regulating and managing the local community's interests based on local origins and customs which are recognized and respected in the system of government of the Republic of Indonesia.

Article 200 of Law No. 32 of 2004 on Regional Autonomy stipulates that the village government consists of the Village Consultative Body (BPD) and the Village Government. The Village Administration consists of the Village Chief and the Village Devices. Where Village Devices include the Village Secretary and additional Village Devices (article 202). Article 209 stipulates that the Village Consultative Body (BPD) or Village legislature is responsible for establishing Village Regulations with the Village Head, taking into account and channeling community aspirations.

### **Definition of Village Governance**

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

### **Village government**

Village administration is the implementation of government affairs in a rural area where this village government consists of the Village Government and the Village Consultative Body (BPD), the Village Government itself consists of the Village Head and Village Devices where the Village Officials are the Village Secretary and other Village Officials. And in this study, the Village Administration 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 government. Article 20 paragraph (1) 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. This whole principle is 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 monitoring of policies in governance, development and community development. have a significant influence on improving the performance and implementation of village governance with the principles of Good Governance. The implications for 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 led to a sense of satisfaction for most of the village community with 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 the village government is inseparable from its supporting factors. The supporting factors for improving the performance and implementation of village governance are external and internal factors of the village head. The internal factor is that the village head is a native of the region and has clear knowledge of the strengths and weaknesses of the village both in terms of natural resources and in terms of human resources. So that many village communities support the performance and implementation of government. So that most of the programs that have been planned can run well.

Meanwhile, the external factor for improving the performance and implementation of village government is the broad support of the village community and the Village Consultative Body (BPD). However, apart from the supporting

factors, there are also factors inhibiting the performance and implementation of village governance in improving good governance. As for the inhibiting factors for the performance and implementation of village government in improving Good Governance, economic problems experienced by some village communities, where every village program that requires self-help funds from village communities becomes neglected due to lack of participation in funds from villagers.

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### **Public service**

In Indonesia, the reform of the government system and public services is marked by the birth of various provisions related to the implementation of the state/regional government system based on the good governance paradigm, namely a system of government that is more transparent, just, accountable by prioritizing public services. The aim of reforming the government bureaucracy administration system is in the context of strengthening and empowering community participation in various government activities, including in public policy making. The basic idea of reforming the bureaucratic government system is the state is a legal, formal and constitutional institution tasked with 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 wide 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 must be done to encourage public participation in governance, development and public services in Indonesia? What form of government system should be developed in order to facilitate public participation? What kind of bureaucratic system is conducive to community participation. Community participation requires a public space (public sphere) in which every citizen can freely and independently express his opinion on various social issues. Communities should have adequate space to exploit their potential in meeting their

needs, such as freedom to determine political directions/choices, fair treatment legally, costs and educational services, such as free education, inexpensive 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 which involves as many citizens as possible in policy-making, implementation and monitoring of public policies, and 3) political freedom in all social and state processes.

### **Towards Good Village Government Governance (Good Governance)**

According to law no. 6 of 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, local community interests based on community initiatives, origin rights, and/ or traditional rights that are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia,

while Village Government is the implementation of government affairs and the interests of the local community in the system of government of the Unitary State of the Republic of Indonesia, thus the village is the smallest unit in the governance structure of a State, which might 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. With the ratification of the latest law no. 6 of 2014 concerning Villages, elicited various responses from many elements, the basic thing that was discussed was the distribution/sharing of power from the centre to the village level, another thing that was discussed was the existence of 10% APBN funds that the government would disburse for each village if looking at the current Indonesian state budget, each village will receive more than 1 billion, it does not deny that this is a breath of fresh air for village administration, however, what is also a problem is that with such large funds in the village, it is feared that corruptors will emerge at the village level if, in the implementation of village administration good village, governance is not implemented.

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, and implementing development in the village, especially those related to village governance. In the context of building good governance, in the current reform era, realizing good governance is something that cannot be negotiated anymore and is absolutely fulfilled. The principles of good governance include, among others: (1) accountability which is interpreted as an obligation to be accountable for its performance; (2) openness and transparency in the sense that the public can not only access a policy but also take part in the formulation process; (4) community participation in various public administration and development activities.

In general, good governance with a clean government. Here is proposed an initial thought, about good governance as a new paradigm of development administration/management. 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 from a developing society in a developing country. In Good Governance, it is no longer the government, but also

the citizens, society and especially the business/private sector that plays a role in governance. So there are government administrators, private administrators, and 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 player. Become how to create a conducive climate and invest in infrastructure that supports the business world.

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, local community interests based on community initiatives, origin rights, and/or rights which are recognized and respected in the system of government of the Unitary State of the Republic of Indonesia, while Village Government is the implementation of government affairs and the interests of the local community within the system of government of the Unitary State of the Republic of Indonesia, thus the village is the smallest unit in the governance structure of a State, where can 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 ratification of the latest law no. 6 of 2014 concerning Villages, elicited various responses from many elements, the basic thing that was discussed was the distribution/sharing of power from the centre to the village level, another thing that was discussed was the existence of 10% APBN funds that the government would disburse for each village if looking at the current Indonesian state budget, each village will receive more than 1 billion, it does not deny that this is a breath of fresh air for village administration, however, what is also a problem is that with such large funds in the village, it is feared that corruptors will emerge at the village level if, in the implementation of village administration good village, governance is not implemented.

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**Number of Villages/Kelurahan by Province In Indonesia**

| No  | Province            | Total Village | No               | Province                  | Total Village |
|-----|---------------------|---------------|------------------|---------------------------|---------------|
| 1.  | Aceh                | 6 516         | 19.              | Bengkulu                  | 1 514         |
| 2.  | Sumatera Utara      | 6 132         | 20.              | Lampung                   | 2 654         |
| 3.  | Sumatera Barat      | 1 159         | 21.              | Kepulauan Bangka Belitung | 391           |
| 4.  | Riau                | 1 875         | 22.              | Kepulauan Riau            | 417           |
| 5.  | Jambi               | 1 562         | 23.              | DKI Jakarta               | 267           |
| 6.  | Sumatera Selatan    | 3 289         | 24.              | Jawa Barat                | 5 957         |
| 7.  | Jawa Tengah         | 8 562         | 25.              | Nusa Tenggara Timur       | 3 353         |
| 8.  | DI Yogyakarta       | 438           | 26.              | Kalimantan Barat          | 2 132         |
| 9.  | Jawa Timur          | 8 496         | 27.              | Kalimantan Tengah         | 1 576         |
| 10. | Banten              | 1 552         | 28.              | Kalimantan Selatan        | 2 008         |
| 11. | Bali                | 716           | 29.              | Kalimantan Timur          | 1038          |
| 12. | Nusa Tenggara Barat | 1 143         | 30.              | Kalimantan Utara          | 482           |
| 13. | Sulawesi Utara      | 1 839         | 31.              | Maluku                    | 1240          |
| 14. | Sulawesi Tengah     | 2 020         | 33.              | Maluku Utara              | 1199          |
| 15. | Sulawesi Selatan    | 3 051         | 34.              | Papua Barat               | 1986          |
| 16. | Sulawesi Tenggara   | 2 317         | 35.              | Papua                     | 5 555         |
| 17. | Gorontalo           | 734           | <b>Indonesia</b> |                           | <b>83 820</b> |
| 18. | Sulawesi Barat      | 650           |                  |                           |               |

Source: BPS (2020)

### CONCLUSION

Based on the explanation in the results and discussion section above, it can be concluded that:

1. Factors that cause conflict include differences in preferences, and differences in group interests, eg communication between supporters, weak administration and outreach, as well as partiality and mobilization.
2. There are five indicators of local government conflict management that are used to determine Pilkades conflict management in Luwu Regency, including:
  - a) Competition, namely conducting more competition in approach 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.
  - b) Collaboration, namely reducing the conflict between the two candidates for cooperation, took action to protest the election results, this action was responded to positively and negatively by the community.

- c) Compromise, namely the elected village head and community leaders accommodating the community in freedom of opinion for the sake of realizing mutual respect for one another is the best way to resolve conflicts.
- d) Avoidance, namely the government plays an active role in resolving conflicts, so that the people of both sides withdraw and avoid conflict.
- e) Accommodating, that is, there is no excessive pressure exerted by the elected village head on the opponent in the conflict so that the opponent slowly accepts and adapts to the results of the decision to determine the final results of the election carried out by the government.

Implementation of Good Governance (good governance) can be implemented starting from the lowest level to a new higher level. In state government, the lowest level is in village government. In implementing Good Governance there are two things that must be considered. First, democratic governance, namely village government that originates from community participation, is managed by the community and is best utilized by the community. Second, the relationship between governance elements in the village is based on the principles of equality, balance and trust. Governance elements in Aras Kabu Lubuk Pakam Village, Beringin District, Deli Serdang Regency are 1 Village Head and 5 Village Officials who have the task of regulating and supervising the community as village government policymakers, as well as 9 Village Consultative Body (BPD) who have the task as a representative, amalgamation, unification of making regulations in the village and overseeing the performance of the Village Government and providing information to the community.

It is hoped that these three elements can work together in improving good governance, especially community participation in Aras Kabu Village and able to demonstrate 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.

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