

Application of *Good Governance Principles* and Inhibiting Factors to the Implementation of Village Government in Pujut Village Central Lombok Regency

Awaludin¹; Nurjayadi².

University 45 Mataram, Indonesia.

E-Mail : awal82965@gmail.com, njayadi933@gmail.com.

Manuscripts received : 08/05/2026. Revision and Review : 25/06/2026. Approved 30/06/2026

Abstract

Law Number 6 of 2014 concerning Villages, will undergo the last amendment in 2024, through Law Number 3 of 2024 concerning the second amendment to Law Number 6 of 2014 concerning Villages. The changes aim to strengthen the implementation of *the principles of Good Governance* at the village level, improve the professionalism of village officials, and ensure transparency, accountability, community participation, the rule of law and justice in the development and management of the village budget. However, in practice, there are still many challenges and obstacles in the application of *Good Governance principles*, such as; Limited community participation, transparency in village budget management, effectiveness of village apparatus performance, and justice for residents, as well as rule of law for the community. The research used is empirical legal research. In this study, the compiler uses a statutory approach (*statute approach*) and a conceptual *approach* and an emppris approach. Judging from Article 24 of Law Number 3 of 2024 concerning Villages, the implementation of *good governance* principles in villages is not going well. Participation in village government is not carried out with the spirit of kinship and mutual cooperation so that criticism and suggestions cannot be done properly. Likewise with transparency and accountability, accountability reports made by the village government are not only submitted to the district/central government, but also informed to the community.

Keywords : Good Governance, Village Government.

A. Introduction

In the direction of good village governance, good partnership and cooperation between the village government and the village parliament (BPD) are needed. A good and conducive relationship between the village government and the village community is expected to be able to facilitate the implementation of village autonomy which is able to encourage the creation of *Good Governance*. The village government is asked to regulate and use village funds in a planned manner to suit the priorities of the community, besides that the village government is also required to realize *Good Governance* as a foundation in

making and implementing policies. This is related to the implementation of *Good Governance*.¹

The management of the Village Fund itself is a social reality where there is social interaction between various interested parties such as the central and district governments, village officials, and also the community. In the context of village government, the principle of *Good Governance* is used as an institutional framework to strengthen village autonomy. The implementation of government autonomy at the village level will not be strong and beneficial to the community if it is not supported by the principles of good governance. The village fund program is expected to be maximized and utilized according to the priorities that have been planned².

In several incidents and the results of previous research, there are many problems that need to be analyzed related to the management of village funds. The implementation of the village fund policy that has been implemented in Indonesia will produce different results/outputs in each village.

Villages are the smallest unit in governance in Indonesia, but they have a very important and strategic role in the implementation of government and services to the community. Village government is one of the main pillars and government system in Indonesia. As part of the local government, the Village has the authority to manage its own household affairs, as stipulated in Law Number 6 of 2014 concerning Villages. This village law provides space for village governments to innovate in terms of resource management, public services, and development in accordance with the needs of the community. Villages are also given broad authority to regulate and take care of the interests of their own communities based on the principles of democracy and *good governance*.³

Public services are the responsibility of the village head and staff in the village to the community in order to create and realize fair, prosperous, and prosperous community conditions. Public services are a form of government commitment to the welfare of their communities. One of the essences of good governance is the creation of an effective, efficient, and accountable service product from the government that is directed to the community.⁴

Along with its development, Law Number 6 of 2014 concerning Villages will undergo the last amendment in 2024, through Law Number 3 of 2024 concerning the second amendment to Law Number 6 of 2014 concerning Villages. The changes aim to strengthen the implementation of *the principles of Good Governance* at the village level, improve the professionalism of village officials, and ensure transparency, accountability, community participation, the rule of law and justice in the development and management of the village budget.⁵

¹ Badrut Tamam, 2022, *Introduction to Customary Law*, Depok: Pustaka Radja, p.30

² Soehino, 1998, *State Sciences*, (Yogyakarta: Liberty), p. Sec. 78.

³ Rudy, 2022, Textbook: *Village Government Law*, Bandar Lampung: Aura Publisher,

⁴ Citranu, 2022, *Implementation of Good Governance in Village Government to Prevent Village Abuse*, Hindu Religious Law Journal, Vol.12 No.1, 29.

⁵ Trimani Tapi, 2024, *Village Development*, Yayasan Kita Menulis, Manokwari, p. Sec. 15.

In the implementation of the Government, it must pay attention to the principles of Good Governance which is based on the principles of transparency, accountability, community participation, rule of law, effectiveness, efficiency, and justice. The application of the above Good Governance principles is certainly very important for village government, especially in terms of village financial management, decision-making, development, and services to the public or community. Villages that have a lot of potential and have carried out various developments using the village budget, there are many challenges and obstacles in the application of *Good Governance principles*, such as; Limited community participation, transparency in village budget management, effectiveness of village apparatus performance, and justice for residents, as well as rule of law for the community.

Sengkol Village, Pujut District, Central Lombok Regency is one of the villages that has a lot of potential and has carried out various developments using the village budget, but in practice there are still many challenges and obstacles in the application of *the principles of Good Governance*, such as; Limited community participation, transparency in village budget management, effectiveness of village apparatus performance, and justice for residents, as well as rule of law for the community.

In the previous research entitled *The Role of Good Governance in Improving the Quality of Public Services at the Binabaru village level, Sidenreng Rappang Regency*, with authors Auliyah Rahman, Ahmad Mustanir, and Sandi Lubis, it can be seen that the focus of the research is in the responsiveness of village officials as seen in the readiness to respond to community needs, but constrained by technology, also facing obstacles in the distribution of tasks and limited labor.

In addition, the enactment of Permendesa PDT No. 16 of 2025 regulates the latest guidelines for the use of village funds in 2026. Permendesa PDT No. 16 of 2025 is a guideline from the Ministry of Villages to regulate the direction, priorities, and use of village funds for the 2026 fiscal year so that they are on target, transparent, and have a direct impact on the community. The 2026 Village Fund is focused on reducing poverty, strengthening the economy, improving the quality of life, and building independent villages. Village financial management is strictly regulated based on the principles of transparency, accountability, and participation, in accordance with Law Number 3 of 2024 and Permendagri Number 20 of 2018. Then the village financial management cycle includes 5 (five) stages; Planning, implementation, administration, reporting, and accountability involving the village head as the holder of power and the village apparatus as the technical implementer.

B. Research Methods

This study uses an empirical legal research method with a statutory approach, conceptual approach, and empirical approach to examine the implementation of good governance principles in village administration. The research was conducted at the Sengkol Village Office, Pujut District, Central Lombok Regency, West Nusa Tenggara Province. Data sources consist of primary data obtained through direct interviews and observations with village officials and community members, as well as secondary data comprising relevant

legal regulations such as Law Number 3 of 2024 and Permendesa PDT Number 16 of 2025—and literature related to village financial management.

Data collection techniques applied in this study include semi-structured interviews, direct field observation of public service activities, and documentation studies of village accountability reports. All collected data were then analyzed using qualitative descriptive methods by linking field findings with the conceptual frameworks of transparency, accountability, and participation. This process allows for a comprehensive analysis of the empirical legal reality, legal certainty, and both internal and external factors that inhibit the application of good governance in Sengkol Village.

C. Discussion and Research Results

1. Implementation of Good Governance

Good governance is the practice of applying the authority to manage various matters of village government politically, economically, and administratively at all levels.

In addition, *Good Governance* has 3 (three) domains in the process of interpreting the key roles *of stakeholders*, namely:

1. The government plays a role in creating a conducive political and legal climate
2. The private sector plays a role in creating jobs and income as well as driving the economy.
3. The community plays a role in encouraging social, economic, and political interactions, and inviting all members of the community to participate.⁶

Basically, the application of *the principle of Good governance* is carried out at every level and stage of government, policy making, and policy implementation related to village authority in village government.⁷ All actions of the village head and village apparatus must be based on the law, professional, with integrity, measurable and accountable, as defined by village government, namely as a subsystem of the government administration system, so that the village has the authority to regulate and take care of the interests of its own community. The village head is responsible to the village consultative body and submits the implementation report to the Regent. The Village Government is part of the National Government, whose implementation is aimed at the village. Village Government is a process in which the efforts of the village community concerned are combined with government efforts to improve the standard of living of the community.⁸

There are several forms of implementation or application of the principle *of good governance* in the village. The implementation or implementation carried out aims to realize good and clean governance and to improve the quality of public services, so it is necessary to ensure that the principles applied are in accordance with the principles of *good governance*. The principles of *good governance* applied in the village are as follows:

⁶ Mardi Candra, 2024, *Bureaucracy and Good Governance*, Jakarta 13220, Kencana Page 147.

⁷ Arisaputra, M. I. 2013, *The Application of Good Governance Principles in the Implementation of Agrarian Reform in Indonesia*. *Jurnal Juridika*, vol. 28, no. 2, p. 56

⁸ Moch. Splendid. 2014, *Implementation of Village Government Based on Community Participation*, (Setara Press, Malang, East Java), p. 22

a. Principles of Supervision and Legal Certainty

The principle of supervision and legal certainty is one of the most fundamental principles in the running of good governance, the implementation of these principles is applied by seeing the supervision of the community related to the problems that occur in the village head's office which are cases and culture, namely fraud in distributing and allocating social assistance, in addition to the existence of smoothing or smoothing when the community manages correspondence, Until in the end it is considered something that is commonplace.

Supervision of the governance of the implementation of village government before the enactment of Law No. 6 of 2014 and the second amendment to Law No. 6 of 2014 to Law No. 3 of 2024 concerning villages is not effective because the system of government administration that is implemented does not pay attention to other activities that should be carried out by government officials. Supervision and the rule of law are defined as a process of determining the measure of performance, both in actions and decision-making in order to achieve the expected results in accordance with the performance that has been determined. One of the processes in building good government in the village is to supervise public officials so that the government system can be run as well as possible by village government administrators.

In addition, there is a difference in treatment between people who have relatives or not in the village office. Regarding the principles of supervision and the rule of law, I don't think it has fully run well and optimally. The implementation of public services is uneven and fair. Fair law enforcement should be implemented and implemented comprehensively regardless of the level of society, because if the application of the principles of law enforcement and supervision runs properly, there will be fewer KKN (Corruption, Collusion and Nepotism).

b. Responsiveness Principle

Responsiveness is an awareness to help and provide fast and appropriate services to the community by delivering clear information and knowing the level of community satisfaction with the services provided by the public sector.⁹

Responsiveness means that in the process of making and implementing policies must be able to serve all interested groups (*stakeholders*). Currently, there is such a thing as a quick response program where the program aims to address the problems faced by the community quickly and on time, so that it is expected to improve the welfare of the community.

The governance of the implementation of the village government in the implementation of Law No. 3 of 2024 in realizing good governance on the principle of responsiveness raises a question regarding the response of village government administrators to the aspirations of the community in the village related to Law Number 3 of 2024. Muhammad Hazaji said that: "With the issuance of Law No. 6 of 2014 and amended to Law No. 3 of 2024, now the involvement of the response starts

⁹Reydonnyzar Moenek and dadang Suwanda, 2019, *Good Governance of Regional Financial Management*, PT remaja Rosdakarya, Bandung, p. 83

from the RW level then to the hamlet deliberation level then from the hamlet deliberation below the village level".

Based on the above statement, the government in this case is very responsive to initiations and initiatives from the lower level to the upper level, because there are several meetings that determine elements of the community, starting from RT there is also concern from the government by providing intensification even though the intensification provided by the government is not in accordance with what should be received by the village neighborhood institutions (RT). Before the issuance of Law No. 3 of 2024, RTs only received salaries when there were party activities and animal sales, the implementation of Law No. 3 of 2024 policies the government paid more attention to RW and PKK and community institutions in the village so that was a very striking difference.

c. Principle of Participation

The principle of participation is to emphasize the community to participate in making a number of decisions and activities carried out by the government. So in this case, the steps that need to be taken are to increase public trust in the government, increase the number of people participating in regional development, increase the quantity and quality of input (criticism and suggestions) to develop the region and change people's attitudes to be more concerned about each development step. In essence, this kind of principle is to benefit and empower everyone so that each individual has his or her own role.¹⁰

One of the principles of the implementation of village government regulated in Article 24 is the participatory principle, namely the involvement of the community in the implementation of village government, including community involvement in the formation of Village Regulations. The existence of space for the community to participate in the formation of village regulations is a necessity in a democratic system of government that places the community as the holder of sovereignty in the administration of government.¹¹ as stated in Article 69 paragraph (9) of Law Number 3 of 2024 concerning Villages which emphasizes that, "The Draft Village Regulation must be consulted with the Village community".

Participation can be done directly or indirectly. In the village, the participation activities carried out are in terms of development as a form of initial planning and participating in the development process, besides that when viewed from the side of conveying community information from the community, there is no participation or channeling ideas to be distributed, because the community feels that what is the policy of the village government has never been seen by them and does not know about any programs in the village.¹²

¹⁰ Mardi Candra, 2024, *Bureaucracy and Good Governance*, kencana, Jakarta. Pg.8

¹¹ Siti Hidayati, March 2019, *Community Participation in Law Formation (Comparative Study of Indonesia and South Africa)*, *Journal of Bina Mulia Hukum*, Volume 3, Number 2, P. 225.

¹² Joanne V. Mangindaan, 2017, *Village Financial Management Based on the Principles of Good Governance*, Unsrat Press Bahu Manado, p. Sec. 106.

The participation carried out is only the head of the hamlet in terms of personnel who determine and submit the proposals are accommodated and negotiated which will then be determined on the priority scale based on the urgent needs of the community, and then forwarded to be discussed together.

d. Principles of Professionalism and Justice

The principles of professionalism and justice are to improve the welfare and added value of community services, reduce public complaints, reduce KKN (Corruption, Collusion and Nepotism), prospects to get service ISOs, and carry out feasibility and propriety tests for Civil Servants (PNS). If you look deeper, professionalism is also a reflection and expertise of the apparatus that is able to run properly and effectively if supported by the suitability of the level of knowledge and educational background, with the workload that is their responsibility and also as a reflection of the self-potential possessed by the apparatus, both in terms of ability and behavioral aspects which include loyalty, innovation, productivity, and creativity.¹³

e. Transparency Principle

In *good governance*, transparency or openness to something clear and real. The openness in question is transparency in terms of activities related to the public interest starting from the decision-making process, the use of public funds and up to the evaluation stage.¹⁴

Regarding transparency, village officials always carry out the principle of transparency, both with regard to important information and general information, not only related to information but also about financial management, we are also open both from monthly and annual terms, so that this principle of transparency can be carried out properly.

Transparency is not only about providing information about the administration of government, but must be accompanied by ease for the public to obtain this information. There are three indicators that can be used to measure the level of transparency of government administration. *First*, measure the level of openness of the public service implementation process. The requirements, costs, time and procedures taken must be published openly and easily known by those in need, and try to explain the reasons. *Second*, it refers to how easily service regulations and procedures can be understood by users and other *stakeholders*. These rules and procedures are simple, simple, and easy to apply. *Third*, the ease of obtaining information about various aspects of the implementation of public services. The information is freely available and readily available.¹⁵

¹³ Agus Dwiyanto. *Realizing Good Governance Through Public Services*, Yogyakarta: Gadjah Mada University Press, 2008), p. Sec. 23.

¹⁴ Ibid. p.80

¹⁵ Agus Dwiyanto, 2006, *Realizing Good Governance to Serve the Public*, (Yogyakarta: Gadjah Mada University). Pg. 80

f. Principles of Accountability

Accountability in *good governance* is accountability for the performance and actions of an organization's leaders to the public who have the right to account. The principle of accountability is the process by which a person or group of people is required to present a report on their activities and how they have or have not carried out their duties. Accountable means that all forms of policy making and implementation must be accompanied by accountability.¹⁶

The principle of accountability in Article 24 of Law Number 3 of 2024 is called the principle of openness, which is the principle that determines that every activity organized by the village government and the final result of these activities must be accountable to the community in accordance with the provisions of laws and regulations.¹⁷

Accountability is the obligation for government officials to act as the person in charge and the litigant for all actions and policies that they set. In this study, it refers to the accountability of the village government regarding the clarity and certainty of time and speed of service for each service activity to the community. This accountability is not only to the superiors (*vertical*), but also *horizontal*, namely to the community served.

The essence of accountability is the responsibility of the implementer or public policy maker for the services provided to the community in this study is about the clarity and certainty of the time and speed of services that must be in accordance with the rules that have been made, the incompatibility between the implementation of services and the rules set in services to the community is not able to provide the best solution for the community.¹⁸ This shows that accountability is not good or lacking in public services at the village government office.

Law Number 3 of 2024 concerning Villages describes the state's intention to provide the widest possible autonomy to the village, this is marked by the general election of candidates for the village head, the village budget, a kind of village BPD, and the independence of village regulation-making. This wide autonomy is expected to be an indicator to show the extent of the quality of government management at the low level, namely the village. So that when transparency and accountability in the village can be realized, it will make national development indicators can be achieved.¹⁹

g. Principles of Efficiency and Effectiveness

The principles of efficiency and effectiveness are increased welfare and added value from community services, reduced expenditure deviations, reduced service operational costs, and prospects. Thus, the principle of efficiency can generally be

¹⁶ Joanne V. Mangindaan, 2017, *Village Financial Management*, Jl. Campus Unsrat Bahu Manado, Unsrat Press, p. 115

¹⁷ Ibid. p. 35

¹⁸ Muhamad mu'iz Raharjo, 2021, *Principles and Village Government Systems Theory, Regulation, and Implementation*, PT Raja Grafindo Persada, Depok, p. Sec. 32.

¹⁹ Ibid. p. 131

measured by the rationality of development costs used to meet the needs of all people, in other words, if the costs incurred are small, it can be said to be efficient, and vice versa.

In addition, in terms of public reports, if there are many existing reports and public dissatisfaction, it indicates that the principles of efficiency and effectiveness are not being carried out properly.

2. Factors Inhibiting the Implementation of *Good Governance* in the Government of Sengkol Village, Central Lombok Regency

Obstacles or obstacles in the implementation of the principles of *good governance* of village government in the implementation of the Implementation of *Good Governance* have a large role and benefits that can bring positive changes to both local government, the central government and the general public. The benefits obtained in the implementation of *Good Governance* include minimizing *agency costs*, improving government performance, and improving the government's image. The optimal implementation of the *Good Governance* principle will be able to improve the performance of the existing government and will provide added value for all parties involved in the long term and can protect the welfare of the community. The implementation of the principle of *good governance* in village government is the implementation of good governance in the implementation of village government, which is based on the principles of transparency, accountability, participation, the rule of law, effectiveness, and justice to achieve the welfare of the village community. The obstacles in the application of *good governance principles* in village government are two factors, namely internal factors and external factors, internal factors, namely the lack of understanding of the apparatus on the principles of *Good Governance*, inadequate facilities and lack of discipline of the apparatus during working hours, while external factors lack of community participation. The results of this study are supported by statements from L. Edi Gunawan and H. Sapta Mulia (2026), who concluded that the application of the *Good Governance principle* has not been running perfectly, due to constraints, namely internal factors and external factors. (1) Internal factors, lack of understanding of the apparatus on the principles of *Good Governance*, inadequate facilities and lack of discipline of the apparatus during working hours; (2) External factors, lack of community participation, lack of supervision from the government and budget limitations in meeting the needs of service facilities. The inhibiting factors that the compiler found include the following;

1. Low Capacity of Human Resources of Village Apparatus

One of the main obstacles in the implementation of *good governance* in the village is the limited capacity of human resources (HR) of village officials. In terms of quality and quantity, HR factors greatly determine the quality of public services. Problems that often occur due to the low capacity of human resources of village apparatus include; Lack of administrative skills, lack of understanding of village financial management, and lack of ability in the use of information technology. These

limitations can hinder the implementation of the principles of transparency and accountability in village government.

2. Lack of Information Transparency

Although the principle of transparency is an important part of *good governance*, in practice there are still villages that are not fully open in providing information to the community. The lack of transparency in the implementation of the Sengkol village government shows that the principle of information disclosure to the community has not been fully implemented properly. This can be seen from the lack of publication on the use of the village budget, the lack of delivery of development programs, and the limited access of the community to information about village government. Therefore, increasing transparency is very important to achieve village governance in accordance with the principles of *good governance*.

Some forms of lack of transparency include:

- a. APBDes information is not clearly published
- b. The report on the use of village funds is not submitted to the community
- c. Lack of public access to village policy information

This can cause public distrust of the village government.

3. Lack of Community Participation

The lack of community participation in Sengkol Village is influenced by a combination of several factors, namely low education and community knowledge, economic conditions, lack of public awareness, communication between the village government that has not been maximized, socio-cultural factors, and limited community involvement in the development of local potential. In addition to being a supporting factor, community participation can also be an obstacle if the level of community participation is still low. Some of the causes of low community participation include: lack of public awareness of the importance of involvement in village development, lack of socialization from the village government, and limited education and community knowledge factors. Low community participation can cause the decision-making process in the village not to fully reflect the needs of the community.

4. Abuse of Authority by Village Apparatus

Abuse of authority by the apparatus in Sengkol Village can occur in various forms, such as non-transparent management of village funds, nepotism, decisions that do not involve the community, and abuse of position in public services. The main factors that trigger this problem are usually weak supervision, low transparency, and lack of community participation in the village government process. Cases of abuse of authority can damage public trust in the village government and hinder the implementation of the principles of good governance.

5. Limited Facilities and Infrastructure

Limited facilities and infrastructure are one of the important factors that can hinder social, economic, and community participation in village development. Limited facilities and infrastructure can also be an obstacle to the implementation of *good governance* in villages.

For example:

- a. Lack of information technology facilities
- b. Limited internet access
- c. Lack of village administrative facilities

This condition can hinder public services and transparency of information to the public. The limitations of facilities and infrastructure in Sengkol Village can include various aspects such as transportation, education, health, clean water, economy, and information technology. This condition has a direct impact on the low quality of public services, limited community economic activities, and hampered of the overall village development process.²⁰

D. Conclusion

That village government apparatus needs to cooperate and build communication to increase jurisdiction over the apparatus so that the principles of *good governance* can be implemented in accordance with Law Number 3 of 2024 concerning villages. In addition, the government needs to realize *good governance* and involve the community in terms of community empowerment and carry out their respective duties in order to realize good services.

The implementation of the principles of *good governance* in Sengkol village, Central Lombok Regency should improve the understanding and quality of the apparatus about the principles of *good governance* by participating in trainings, equipping the necessary facilities regarding more adequate facilities and infrastructure, increasing the discipline of the apparatus during working hours, improving the quality of human resources of village apparatus and increasing community participation, namely by using their right to express their opinions in the decision-making process that concerns the interests of the community, either directly or indirectly. So that the inhibiting factors in the implementation of accountability, transparency, effectiveness and participation can be applied properly, Sengkol Village is more advanced, can be independent and prosperous, no longer including poor villages, according to the decree of the governor of NTB No. 100.3.3.1-569 of 2025.

²⁰ Ibid. p. 33-41

References

- Agus Dwiyanto. *Realizing Good Governance Through Public Services*, Yogyakarta: Gadjah Mada University Press, 2008.
- Arisaputra, M. I. 2013, *The Application of Good Governance Principles in the Implementation of Agrarian Reform in Indonesia*. *Jurnal Juridika*, vol. 28, no. 2.
- Badrut Tamam, 2022, *Introduction to Customary Law*, Depok: Pustaka Radja.
- Citranu, 2022, *Implementation of Good Governance in Village Government to Prevent Village Abuse*, *Hindu Religious Law Journal*, Vol.12 No.1.
- Joanne V. Mangindaan, 2017, *Village Financial Management Based on the Principles of Good Governance*, Unsrat Press Bahu Manado.
- Mardi Candra, 2024, *Bureaucracy and Good Governance*, Jakarta 13220, Kencana.
- Moch. Splendid. 2014, *Implementation of Village Government Based on Community Participation*, (Setara Press, Malang, East Java).
- Reydonnyzar Moenek and dadang Suwanda, 2019, *Good Governance of Regional Financial Management*, PT remaja Rosdakarya, Bandung.
- Rudy, 2022, *Textbook: Village Government Law*, Bandar Lampung: Aura Publisher.
- Soehino, 1998, *State Sciences*, (Yogyakarta: Liberty).
- Triman But, 2024, *Village Development*, We Writing Foundation, Manokwari.