



Implementation of Good Governance Principles in Public Services in Sebokor Village, Air Kumbang District, Banyuasin Regency

Baldatun Toiyiba¹, Pesi Suryani²

^{1,2} Public Financial Accounting Study Program, Universitas Terbuka, Indonesia

*corresponding author e-mail : 045005969@ecampus.ut.ac.id

Article Info

Keywords:

Good Governance;
Public Services;
Village Government

DOI: [10.33830/jipa.v2i1.14437](https://doi.org/10.33830/jipa.v2i1.14437)

Abstract

This study aims to analyze the implementation of the principles of good corporate governance. governance in public services in Sebokor Village, Air Kumbang District, Banyuasin Regency, with a focus on five principles, namely transparency, accountability, responsiveness , participation, effectiveness, and efficiency. This study uses a qualitative-descriptive method. Data were collected through field observations, in-depth interviews and documentation analysis with seven informants and the informants were the village head then the head of government, head of service, head of administration, and general, BPD members, traditional leaders, and community leaders, so that the results of the study show various implementations of the principles namely the Principles of Accountability Responsiveness and Efficiency which are implemented well but Transparency Participation Effectiveness and Accountability Reporting have not been optimal due to the lack of digital information channels and low community participation this study strengthens our understanding that good governance in Sebokor village depends on the synergy of principles where one boundary can impact another, so this helps develop the theory of public administration, between governance, and the quality of public services so that the village government must increase the transparency of service information and periodic performance reporting through online media to be more easily accessible to increase community participation.

1. Introduction

Good governance is also known as known as *Good Governance* is the process of decision-making and for the common good, one of the tools used in decision-making is formal government, and since the emergence of the reform movement in 1998 the concept of *good governance has been applied*. *governance* has been campaigned and implemented in Indonesia due to the large amount of corruption caused by unprofessionalism , ineffectiveness , and inefficiency of bureaucratic performance in Indonesia which has become worse so that the bureaucracy has become increasingly irrational, non-neutral, and non-transparent and every citizen who participates in government expects good governance or good governance therefore the 1998 Reformation should be an important milestone in the reform of the Indonesian bureaucracy (Iza, et al., 2022).

Good governance is a collective concept, which involves all actions or behaviors that are directive, controlling or influencing public affairs to realize good values in everyday life (Nurhidayat, 2023). The main role of village government is to provide services to the community, thus every village government apparatus must have the ability to organize public services,

especially administrative services (Mozin & Isa, 2023) and that the success of the village government organization is closely related to the performance of the apparatus in providing services to the community (Pamungkas & Jakfar, 2022).

The government, as the provider of public services, must pay attention to indicators, no matter how small, to ensure that the government's duties in serving the public can be completed and meet the criteria, desires, and satisfaction of the public itself. Government officials must be prepared to spend a lot of time and focus on the community as users of public services so that public services can be maximized because public satisfaction as service recipients determines the success of effective governance (Sangari et al., 2023).

The success of a government in providing direct benefits to the community can be measured through effective and efficient public services to achieve transparent, accountable, responsive and efficient governance in Indonesia. It is very important to apply the principles of *Good Governance. Governance* in public services (Saputra, 2025).

In accordance with Law Number 6 of 2014 concerning Villages, Sebokor Village, located in Air Kumbang District, Banyuasin Regency, South Sumatra Province, is responsible for providing transparent, accountable, responsive, effective and efficient public services, however, from October to November, the initial evaluation showed that Sebokor Village's public services were still less than optimal. Several problems emerged, including village government officials who did not utilize online media to convey information and one of them was regarding service costs and procedures as well as the low level of community participation in the public decision-making process, so this condition shows that the Sebokor Village public service system has not fully followed good governance standards.

Several previous studies analyzed the implementation of *the good governance principle. governance* in public services at the village level. For example, research (Harjianto & Sari, 2024) states that the implementation of the principles of *good governance governance* is influenced by village governments that are not ready to accept aspirations from the community. Research (Sangari et al., 2023) states that accountability for the implementation of *good governance* is not *Governance* is influenced by the village government not properly implementing the presentation of information on activity implementation and the absence of physical evidence regarding accountability reports. Meanwhile, research (Iza et al., 2022) states that the implementation of *good governance* is not optimal. *Governance* is influenced by the lack of technological mastery by village officials as public service providers.

This research offers novelty through a more specific approach in examining the implementation of the principles of *good governance. governance* in public services, with a focus on a case study in Sebokor Village, Air Kumbang District, Banyuasin Regency. This method considers important elements such as transparency, accountability, responsiveness, participation, efficiency, and effectiveness and previous research shows a large gap that has not been met for example research conducted by Harjianto & Sari (2024) did not study the principle of accountability thoroughly so they paid less attention to how village officials can be responsible in the same way as in Sangari's research, et al. al., (2023) did not explicitly discuss the principle of participation in the context of public services so that their analysis was limited to general aspects, in contrast to Iza et al.'s research. al., (2022) did not examine the principle of accountability which is an important component to prevent abuse of authority as a whole so the aim of this study is to fill this gap with the aim of providing a more comprehensive understanding.

Formulation of the problem:

1. How to implement the good principles governance in public services in Sebokor Village, Air Kumbang District, Banyuasin Regency.
2. What are the obstacles faced by village governments in implementing the principles of good governance? Governance of public services in Sebokor Village, Air Kumbang District, Banyuasin Regency.

This research is important to conduct because the results are expected to provide strategic input for village governments in improving public service governance in accordance with the principles of *good governance*. In addition, this research also provides theoretical contributions to the development of public administration studies related to the relationship between good governance and the quality of public services at the village level.

Literature Review

Stakeholder Theory

According to stakeholder theory (*stakeholder theory*), an organization aims to produce various benefits for all parties related to it. These parties include groups and individuals who can influence or be influenced by the organization such as civil society, communities, customers, employees, government, shareholders, suppliers (Freeman, 1984, as quoted in Mahajan et al., 2023). This theory provides an important foundation that the village government cannot carry out service functions unilaterally, this is very much determined by the extent to which the village government is able to involve and fulfill the interests of *stakeholders*.

Good Concept Governance

The Organization for Economic Cooperation and Development (OECD) states that public sector governance is a set of provisions, both formal and informal, that determine the decision-making process and actions related to public needs, with the aim of maintaining a country's constitutional values in facing various changes in global socio-economic problems and environments (Rossieta et al., 2020).

The National Committee on Governance Policy (KNKG) stated that good public sector governance (*good governance*) public Governance (GPG) is a system or set of rules of conduct relating to the management of authority by state administrators in carrying out their duties responsibly and accountably. GPG essentially regulates the relationship between state administrators and the public, between state administrators and state institutions, and between countries (Rossieta et al., 2020).

United National Development Program (UNDP) as quoted in (Danar, 2022) contains 9 principles of *good governance*, these principles are participation, the rule of law, transparency, consensus orientation, responsiveness, justice, efficiency and effectiveness, accountability, and strategic vision. However, in this study, the researcher only used five principles relevant to the case study in Sebokor Village, Air Kumbang District, Banyuasin Regency.

1) Participation

Communities are both the subject and object of development implemented by the government. Therefore, they have rights and obligations in the development process implemented by the government. This community participation can be carried out directly or through representative institutions.

2) Transparency

Transparency is intended to foster trust between the government and the public by providing easily accessible information and reliable data. This allows the public to more actively monitor government activities, ultimately promoting accountability and reducing the risk of abuse of power.

3) Responsiveness

Responsiveness is a crucial aspect for public institutions in providing services. Rapid response to all forms of service should be a primary focus for public institutions. All public institutions need to have robust responsiveness procedures in place to serve all stakeholders.

4) Efficiency and Effectiveness

Effective and efficient use of resources is the responsible use of resources. This ensures that resources are utilized optimally without waste.

5) Accountability

Decision makers are required to be responsible for every decision and action they take towards the public, as is the government's position as the party that ensures that every step taken is in accordance with the public interest.

Public Service Concept

Public services are a fundamental responsibility of government, both at the central and regional levels, including institutions managed by State-Owned Enterprises (SOEs). These services encompass the provision of a variety of public goods and services designed to meet the needs and interests of the community (Hiplunudin, 2025).

Based on Undang-Undang (UU) Nomor 25 Tahun 2009 Tentang Pelayanan Publik the statement that public services are activities or a series of activities in order to fulfill service needs in accordance with statutory regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

Table 1. Previous Research

No.	Writer	Research Methods	Research Result
1.	Harjianto, Afran Risma Sari (2024)	Qualitative-descriptive	Principle Good Governance : professionalism, transparency, excellent service, efficiency, and effectiveness have been well-executed. However, the principle of participation has not been fully implemented. This is because the village government is not fully prepared to accept community aspirations due to the lack of aspiration boxes/media and a lack of critical thinking among the community.
2.	Meisy Misyella Sangari , Femmy Tulusan , Rully Mambo (2023)	Descriptive-qualitative	Principle Good Governance : The transparency of the Modayag village government is not optimal in conveying information related to the services provided. Accountability has not been implemented well regarding the presentation of information and physical evidence of accountability reports. Responsiveness is very good in welcoming the community, but still not fast and timely in service, this is due to employees who are less disciplined in carrying out their duties. Effectiveness and Efficiency have not been implemented well, due to employees who are less able to use facilities and infrastructure such as computers.
3.	Ika Nurul Iza, Muhammad Mujtaba	Descriptive-qualitative	Principle Good Governance : transparency, justice, participation, and responsiveness . Efficiency and

	Habibi, Didik Sukriono (2022)		effectiveness are well implemented, although there are still shortcomings in the principles of transparency and effectiveness in Tempursari village . Obstacles encountered in implementing the principles of <i>good governance</i> is caused by a lack of mastery of technology by village officials.
--	-------------------------------	--	---

2. Research Method

In this study, the researcher used a descriptive qualitative approach to provide an overview and analysis of the principles of good governance and the challenges faced in public services in Sebokor Village , Air Kumbang District, Banyuasin Regency, South Sumatra Province and qualitative research focuses on the meaning of social construction and the complexity of the social phenomena studied (Creswell , 2014 as quoted in Ardiansyah et al., 2023). According to Sugiyono (2022) states that qualitative research refers to the philosophy of *post -positivism* and is used to investigate subjects in natural conditions rather than conducting experiments (Huda et al., 2025). The data collected during qualitative research is called descriptive and this is defined as data collected in the form of words, pictures or even numbers but not in the form of numbers so that all data collected can be useful for research subjects (Sari et al., 2022).

Researchers used data collection techniques to obtain information or research data, which is also a strategic step in research methodology (Daruhadi & Sopiati, 2024). This study involved the Village Head, Head of Government Affairs, Head of Services, Head of Administration and General Affairs, Village Consultative Body (BPD), Traditional Leaders, and Community Leaders. Data collection was conducted through in-depth interviews, observation, and documentation (Hasan et al., 2025).

1) In-depth Interview

An interview is a data collection technique conducted through a question-and-answer session between the researcher and the informant. Therefore, the researcher's creativity is crucial, as the interview results depend on the researcher's ability to find answers, record, and interpret each response.

2) Observation

Observation is a data collection technique that involves observing and recording the object being studied. This means that researchers must live among the community, learn the local language, see with their own eyes what is happening, listen to what local residents say, and think about and even feel the situation around them.

3) Documentation

Documentation is a record of past events. Documents can be written texts, drawings, or monumental works by individuals. Documentation is one of the easiest data collection techniques because researchers only observe inanimate objects, whose data remains constant and unchanging.

The data analysis technique was carried out using the interactive model of Miles and Huberman in (Qomaruddin & Sa'diyah, 2024). which involves the process of data reduction, data presentation, and drawing conclusions/verification to obtain more systematic findings.

1) Data Reduction

Data reduction is a crucial process in qualitative data analysis, aimed at simplifying and organizing raw data into meaningful and structured information. This process is carried out

continuously throughout the research, where researchers select, focus, and transform data from complex location records into systematic summaries that can help understand the phenomena being studied. In practice, data reduction involves several key stages. First, researchers identify important units of information that align with the research focus. Then, the data is categorized based on specific themes or characteristics. The next step is abstraction, where researchers summarize the core data and transform the raw data into more meaningful and understandable information.

2) Data Presentation

In practice, qualitative data presentation is more narrative and descriptive than quantitative data presentation. Researchers use various strategies to present data, such as creating theme summaries, constructing categorization matrices, developing flowcharts, or employing other visualization techniques that can comprehensively illustrate the complexity of research findings. Some approaches to qualitative data presentation include the use of in-depth narrative text, grouping data by theme or category, creating conceptual matrices or charts, and developing models or theoretical frameworks that explain the relationships between research findings. It is important to remember that data presentation goes beyond simply displaying information; it also provides context and in-depth meaning about the phenomena being studied, so readers can comprehensively understand the research results.

3) Conclusion/verification

The purpose of drawing conclusions is to determine the next steps. Conclusions should be based on the data obtained in the research, not on the researcher's own wishes. Conclusions also need to be verified throughout the research process, in several ways: reflecting during writing, reviewing notes obtained on-site, reviewing and discussing with colleagues to establish intersubjective agreement, and diligently integrating findings into other data sets.

3. Results and Discussions

Table 2. Profile of Research Respondents

No.	Informant	Position	Length of Service (Years)
1.	A	Village Head	8
2.	B	Head of Government	1,5
3.	C	Head of Service	1,5
4.	D	Head of General Affairs and Administration	1,5
5.	E	BPD members	5
6.	F	Traditional Figure	5
7.	G	Public Figure	5

Transparency

Transparency is the principle of openness that allows the public to know and gain access to the widest possible information regarding the services provided. The government provides the public with easy access to information about government administration activities, known as transparency or bias, by observing applicable provisions. All citizens can access the information; the information must be accurate and accountable (Nurhidayat, 2023).

Information provided by informant D stated that the village government disseminated information through the RT (Neighborhood Association) and then the RT was invited to the village office to receive information which was then distributed to the community, especially information about social assistance, for example, or population documents and Informant F

said that people often had to come directly to the village office to take care of administration such as taking certificates or population documents and they also took the initiative to bring supporting documents such as Family Cards (KK) and Identity Cards (KTP) without having clear instructions beforehand.

The results show the efforts of village officials to interact with the community through local social structures and this approach however has some limitations because it relies on the ability of the RT to convey information accurately and timely which cannot always be guaranteed due to the limitations of village officials in managing information conveyed through the village's official social media regarding important parts of public services.

As far as I can see there are no regular posts or updates about the types of services provided, service procedures, required requirements, or village office working hours. This is in line with research (Sangari et al., 2023) that shows that the principle of transparency has not been implemented effectively, resulting in the public not being able to access service details easily.

Accountability

Accountability The principle of *accountability* states that the government and apparatus must be responsible for what they do in the administration of government. It is very important to show the public and the institutions above them that they are responsible or carry out important tasks at the source of government implementation which uses accountability to evaluate the amount of work that has been done (Rajagukguk, et al., 2022).

Sebokor Village Government carries out public services well as shown by the structured division of tasks between the Village Head, Secretary, Head of Government Section (Kasi), Head of Services, and Head of General and Administrative Affairs (Kaur).

This is supported by a clear organizational structure and available documentation of tasks and this is demonstrated by an organized division of roles where the Village Head is responsible for strategic decision making with the Secretary managing daily administration and staff such as the Head of Government, Head of Services, and Head of Administration and General Affairs providing direct services to the community focused on operational efficiency.

According to the findings from interviews with informant E and the results of observations, there are gaps in terms of accountability because village officials cannot report accountability regularly and there is no standard mechanism such as an information board for village government performance reports.

Although there is sufficient clarity regarding the daily operational functions of this principle, it does not fully support public accountability. However, this is in line with research which shows that accountability is not implemented well in terms of delivering information and physical evidence of accountability reports, resulting in the public having difficulty obtaining information about the achievements and problems of public services.

Responsiveness

Responsiveness is *the speed and accuracy of service providers in responding to follow-up requests from authorities and accuracy is related to speed and refers to the time required between the response of the public service provider and the request from the public, the response of public servants must be able to meet the wishes of stakeholders* (Vigoda , 2002), as quoted in (Rossieta et al., 2020).

Sebokor Village has seen good results from the implementation of responsiveness always saying that the village government provides adequate public services for various requests short waiting times for administrative processing shows that village officials are very committed to reducing bureaucracy and speeding up services.

According to informant C, this responsive commitment is not limited to official working hours, but extends beyond operational hours. Informant B even emphasized that in urgent matters or when service requests are submitted outside of working hours, village officials flexibly provide services from their homes. For example, in the administration of marriage administration, residents often neglect time when additional assistance is needed or errors are found that need to be corrected immediately.

These findings align with research (Nurul Iza et al., 2022) demonstrating a strong dedication to community needs. This practice not only strengthens responsiveness but also improves response accuracy, as village officials are able to meet stakeholders' needs promptly and without significant delays.

Participation

According to UNESCAP (2009), participation refers to the active involvement of all levels of society in the decision-making process regarding issues of public interest. Participation can thrive in an environment that allows for the rapid and accurate dissemination of information so that all stakeholders can voice their opinions in various ways (Danar, 2022).

The principle of participation is still poorly analyzed through its relationship with research findings on the principle of transparency, which indicates limitations in information dissemination. Although efforts to reach the community through local social structures in conveying information are demonstrated, this hinders active participation.

Informant G stated that limited access to information through official village social media platforms prevents residents from quickly and accurately accessing the information they need to participate in public discussions or decision-making. As a result, residents often have to go directly to the village office without clear guidance.

This is in line with research (Harjianto & Sari, 2024) that the village government creates uncertainty and reduces the possibility for people to voice their opinions through suggestions or input, such as providing ballot boxes or through official village social media, such as Facebook, Instagram which can be accessed by the entire community.

Effectiveness and Efficiency

Good and clean governance must also meet the criteria of effectiveness and efficiency. Product parameters that can meet the needs of society from various social strata and groups can be used to determine the criteria so that the effectiveness of government officials must be prepared logically and measurably so that the government can operate well and meet the needs of the community because the programs are included in their needs and community participation can be easily mobilized with rational planning with this the government ensures the provision of services to the community by using existing resources optimally and responsibly to government processes and institutions by meeting the needs of citizens in public services (Simarmata & Sutrisno, 2022).

The application of the effective and efficient principles shows the level of difference that can be observed through its relevance to the previous principles and the results of the interviews show that this problem is closely related to the idea of low participation that allows people not to be actively involved in decision making due to a lack of transparency for example there is no clear information on official social media or ballot boxes that allow people to voice their needs as a result of programs such as social assistance or population administration because they are not always designed logically and measured according to the needs of all social layers, as a result service products do not reach the interests of society evenly.

The efficiency aspect on the other hand is more clearly related to the principle of good responsiveness which means that village officials can use resources optimally to provide fast and appropriate services and provide accountability supported by a clear organizational structure due

to the lack of transparency and participation, this efficiency has not been fully effective if the program does not match resource needs. (Safitri & Wahidahwati, 2024) It was found that the lack of clear information at the Buduran sub-district office hampers performance and can have an impact on the health of the surrounding community.

4. Conclusions

Good principle Governance in public services in Sebokor Village, Air Kumbang District, Banyuasin Regency shows varying degrees of success across the five principles analyzed: transparency, accountability, responsiveness, participation, effectiveness, and efficiency. Overall, the principles of responsiveness and efficiency in accountability have been well implemented, as evidenced by short service waiting times, the commitment of village officials to provide a quick and accurate response, and a clear organizational structure with a structured division of tasks. However, the principles of transparency, participation, effectiveness, and reporting in accountability still show limitations, such as the absence of official digital information channels, reliance on local structures such as RT intermediaries that are not always effective, low community participation, and program planning that does not fully meet the needs of all social levels. In Sebokor Village, the principles of *good governance Governance* has been implemented well in terms of operations, but communication and community participation still need to be improved.

This study has several limitations, including that it focused on only one village, making the results incapable of generalization to other villages at the district or provincial level. Furthermore, because the data collected was largely derived from interviews, the results are highly dependent on what the informants saw, which can lead to bias and subjectivity. Furthermore, the short research period limits the researcher's ability to observe long-term changes in public service behavior due to these limitations.

Further research should expand the study location to several villages in order to gain a better understanding of the various ways to apply the principles of *good governance. governance* By integrating quantitative and qualitative data and mixed methods, it can help future researchers strengthen their research results. In addition, further research should involve more informants and use more accurate public service performance indicators such as complaint ratios and levels of public satisfaction.

References

Ardiansyah, Risnita, & Jailani, M. S. (2023). Teknik Pengumpulan Data Dan Instrumen Penelitian Ilmiah Pendidikan Pada Pendekatan Kualitatif dan Kuantitatif. *Jurnal IHSAN : Jurnal Pendidikan Islam*, 1(2), 1–9. <https://doi.org/10.61104/ihsan.v1i2.57>

Danar, O. R. (2022). *Teori Governance* (1st ed.). DEEPUBLISH.

Daruhadi, G., & Sopiaty, P. (2024). Pengumpulan Data Penelitian. *Jurnal Cendekia Ilmiah*, 3(5), 5423–5443.

Harjianto, H., & Sari, A. R. (2024). PENERAPAN PRINSIP-PRINSIP GOOD GOVERNANCE OLEH PEMERINTAHAN DESA BULUAGUNG SILIRAGUNG BANYUWANGI DALAM PELAYANAN PUBLIK. *HUMANIS: Jurnal Ilmu-Ilmu Sosial Dan Humaniora*, 16(2), 43–52. <https://doi.org/10.52166/humanis.v16i2.6651>

Hasan, H., Bora, M. A., Afriani, D., Artiani, L. E., Puspitasari, R., Susilawati, A., Dewi, P. M., Asroni, A., Yunesman, Y., Merjani, A., & Hakim, R. H. (2025). *METODE PENELITIAN KUALITATIF* (Rudy, Ed.). Yayasan Tri Edukasi Ilmiah.

Hiplunudin, A. (2025). *Kebijakan, Birokrasi, dan Pelayanan Publik: Tinjauan Kritis Ilmu Administrasi Negara* (N. D. M. Prima, Ed.). ANDI.

Huda, N., Manek, A., Taolin, M. L., & Aziz, S. (2025). *Metodologi Penelitian Manajemen dan Bisnis Pendekatan Kuantitatif, Kualitatif & Campuran* (Rohmawati Z.M, Ed.; 1st ed.). PT Diwan Media Pustaka.

Ipan Nurhidayat. (2023). PRINSIP-PRINSIP GOOD GOVERNANCE DI INDONESIA. *Journal Education and Government Wiyata*, 1(1), 40–52. <https://doi.org/10.71128/e-gov.v1i1.5>

Karya Pamungkas, T., & Hefsi Abdullah Jakfar, M. (2022). Efektivitas Kinerja Pemerintah Desa dalam Pelayanan Publik. *JURNAL PARADIGMA MADANI*, 9(1), 13–24. <https://doi.org/10.56013/jpm.v9i1.1493>

Mahajan, R., Lim, W. M., Sareen, M., Kumar, S., & Panwar, R. (2023). Stakeholder theory. *Journal of Business Research*, 166, 114104. <https://doi.org/10.1016/j.jbusres.2023.114104>

Mozin, S. Y., & Isa, R. (2023). Optimalisasi Pelayanan Publik dalam Tata Kelola Pemerintahan Desa. *Jurnal Pengabdian Masyarakat Bangsa*, 1(4), 150–155. <https://doi.org/10.59837/jpmba.v1i4.75>

Nurul Iza, I., Habibi, M. M., & Sukriono, D. (2022). PENERAPAN PRINSIP GOOD GOVERNANCE DALAM PELAYANAN PUBLIK DI DESA TEMPURSARI KECAMATAN TEMPURSARI KABUPATEN LUMAJANG. *Jurnal Civic Hukum*, 7(1), 2022–2088. <https://doi.org/10.22219/jch.v7i1.2137>

Qomaruddin, Q., & Sa'diyah, H. (2024). Kajian Teoritis tentang Teknik Analisis Data dalam Penelitian Kualitatif: Perspektif Spradley, Miles dan Huberman. *Journal of Management, Accounting, and Administration*, 1(2), 77–84. <https://doi.org/10.52620/jomaa.v1i2.93>