



Implementation of Good Governance by Village Governments in Efforts to Improve The Quality of Public Services

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Abstract

Population administration services constitute one of the most fundamental public services and serve as an important indicator of the quality of village governance. The implementation of good governance principles is essential for strengthening public service delivery and supporting the realization of the Integrity Zone (ZI) toward a Corruption-Free Zone (WBK) and a Clean and Service-Oriented Bureaucracy Zone (WBBM). This study aims to analyze the implementation of good governance in population administration services at the Weragati Village Government, identify existing institutional challenges, and examine the alignment between current service practices and the Integrity Zone framework. A qualitative descriptive approach was employed using in-depth interviews, field observations, and document analysis. Data were analyzed through data condensation, data display, and conclusion drawing. The findings reveal that population administration services have generally reflected the principles of accountability, transparency, professionalism, and nondiscrimination. However, governance implementation remains insufficiently institutionalized due to the absence of standardized service procedures, uncertain service completion times, limited digital information management, and ineffective complaint mechanisms. These shortcomings indicate that current service practices have not fully satisfied the institutional requirements of the Integrity Zone framework. The study concludes that strengthening standardized governance systems and institutional management is essential for improving sustainable public service quality at the village level.

Keywords: Good Governance, Integrity Zone, Population Administration Services, Public Service Quality, Village Government.



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INTRODUCTION

Modern governments rely on public services as the primary mechanism for fulfilling citizens' fundamental rights, strengthening social welfare, and fostering institutional legitimacy in increasingly decentralized governance systems. The quality of public services has evolved beyond a purely administrative concern into a multidimensional indicator reflecting the effectiveness, responsiveness, and accountability of public institutions in addressing citizens' needs within dynamic governance environments (UNDP, 1997). Public services are therefore recognized not only as operational outputs delivered by government institutions but also as manifestations of governance quality that determine the degree of public trust in state institutions (World Bank, 1992). In Indonesia, public service delivery is legally guaranteed through Law No. 25 of 2009 on Public Services, while Law No. 6 of 2014 on Villages grants village governments substantial authority to administer community affairs and provide essential administrative services that directly affect local citizens (UU RI, 2009). The increasing delegation of governmental authority to village administrations has simultaneously expanded expectations regarding transparency, accountability, participation, and administrative professionalism as essential characteristics of local governance (UU RI, 2014). Within this context, the implementation of good governance has become an indispensable prerequisite for ensuring that village governments are capable of delivering public services that are equitable, efficient, and responsive to community expectations.

The growing scholarly interest in village governance has generated substantial evidence demonstrating that the successful implementation of good governance principles contributes significantly to improving public service quality and strengthening institutional performance. Public

service quality is widely understood as the government's ability to deliver services that are reliable, responsive, transparent, and citizen-oriented while continuously adapting to societal expectations (Hardiyansyah, 2015). From a governance perspective, accountability, transparency, public participation, legal certainty, professionalism, and respect for citizens' rights constitute the fundamental dimensions through which public institutions achieve sustainable administrative performance (Sedarmayanti, 2007). Empirical studies indicate that integrating governance principles into village administration enhances administrative efficiency while simultaneously increasing public confidence in government institutions (Amut & Sulistiyowati, 2023). Recent evidence also demonstrates that digital governance initiatives, including e-government implementation and integrated village governance systems, have strengthened administrative transparency and facilitated more accessible public services at the village level, although their effectiveness remains highly dependent on organizational commitment and institutional capacity (Andriyan et al., 2024). Complementary findings further reveal that improving the competence of village officials and modernizing administrative management substantially influence the consistency and quality of public service delivery across rural communities (Sari & Singgih, 2024).

Despite the expanding body of literature, existing studies continue to exhibit several conceptual and empirical limitations that restrict a comprehensive understanding of how good governance is operationalized within village public service systems. Numerous studies primarily evaluate governance through normative compliance or administrative performance indicators without adequately explaining the institutional mechanisms that translate governance principles into measurable improvements in service quality (Maria et al., 2024). Research addressing public service effectiveness frequently emphasizes service outcomes while paying limited attention to the governance processes that shape administrative accountability, transparency, and citizen responsiveness throughout service delivery (Dharmika & Subanda, 2023). Other investigations acknowledge persistent deficiencies in accountability and transparency within village governments but provide relatively limited discussion regarding how these governance shortcomings interact with organizational routines and administrative culture (Pakaya et al., 2025). Studies examining bureaucratic reform have increasingly highlighted digital governance and integrated administrative systems; however, empirical evidence regarding the implementation of the Integrity Zone as an operational instrument for embedding good governance principles at the village level remains considerably underdeveloped (Prilosadoso et al., 2024). This unresolved gap indicates that current scholarship has yet to sufficiently explain how governance principles can be systematically institutionalized to improve the quality of village public services in everyday administrative practice.

These unresolved limitations carry significant scientific and practical implications because village governments represent the closest governmental institutions to citizens and therefore directly influence public perceptions of governmental legitimacy. Previous studies continue to report that weaknesses in accountability, information disclosure, and administrative discipline remain persistent obstacles to achieving satisfactory public service performance in Indonesia (Salam, 2023). Similar concerns have been identified in studies demonstrating that inadequate coordination among public officials and inconsistencies in service implementation reduce public confidence despite ongoing administrative reforms (Heryanto et al., 2023). Regulatory reforms introduced through public service standards and bureaucratic reform policies have established comprehensive normative frameworks for service improvement, yet implementation remains uneven across local government institutions (PAN/RB, 2021). The Integrity Zone initiative has consequently emerged as an important institutional mechanism designed to internalize transparency, accountability, and service excellence within government organizations while accelerating bureaucratic reform at the operational level (PAN/RB, 2020). These conditions become increasingly relevant in Weragati Village, where inconsistencies in administrative procedures, limited dissemination of service information, and underutilized public complaint mechanisms indicate that the institutionalization of good governance principles has not yet been fully realized.

This study is positioned within the contemporary discourse on village governance by moving beyond normative discussions of good governance toward an examination of its practical implementation through the analytical framework proposed by Bhatta and Ghambir, as interpreted by Sedarmayanti, while simultaneously considering the Integrity Zone as an institutional mechanism capable of translating governance principles into concrete public service practices. Rather than merely

assessing service performance, the study seeks to explain how accountability, transparency, openness, legal certainty, competency-based management, and respect for human rights interact in shaping the quality of population administration services within village government. Such a perspective offers a more integrated understanding of governance implementation by connecting normative governance principles with organizational practices and citizens' service experiences. The focus on population administration services in Weragati Village also provides an empirical context through which broader theoretical debates on local governance and bureaucratic reform can be examined in a manner that reflects the realities of decentralized public administration in Indonesia.

This study aims to analyze the implementation of good governance by the Weragati Village Government in improving the quality of public services, with particular attention to population administration services and the operationalization of the Integrity Zone as an institutional implementation mechanism. The research seeks to explain how the six principles of good governance are translated into administrative practices that influence service effectiveness, transparency, accountability, and community responsiveness at the village level. From a theoretical perspective, the study extends existing discussions by integrating normative governance principles with practical implementation processes within decentralized village administration. From a methodological perspective, the research provides an in-depth qualitative examination of governance implementation at the grassroots level that captures institutional dynamics often overlooked by broader administrative evaluations. The findings are expected to contribute to the development of evidence-based strategies for strengthening village governance while enriching contemporary scholarship on public administration and local governance reform.

RESEARCH METHODS

This study employed an empirical research design using a descriptive qualitative approach to examine the implementation of good governance principles by the Weragati Village Government in improving the quality of public services through the Integrity Zone (ZI) framework. A qualitative design was considered appropriate because the study sought to explore governance practices, institutional processes, and the experiences of public officials and service users within their natural administrative setting rather than testing causal relationships statistically (Creswell, 2014). The research was conducted at the Weragati Village Office, Palasah District, Majalengka Regency, with the research population comprising village government officials involved in public service delivery and community members who had accessed population administration services. Informants were selected using purposive sampling to ensure that participants possessed direct knowledge and practical experience regarding the implementation of good governance, including the Village Head, Village Secretary, administrative staff responsible for public services, and residents who had recently received administrative services. Primary data were obtained through in-depth interviews, direct observations of service delivery activities, and field notes, whereas secondary data consisted of official documents, service reports, village regulations, national legislation, administrative records, and relevant academic literature (Sugiyono, 2020). The implementation of good governance was operationalized as the main analytical construct using six dimensions, namely accountability, transparency, openness, the rule of law, competency-based management, and respect for human rights, as proposed by Bhatta and Ghambir and adopted by Sedarmayanti (Sedarmayanti, 2007).

The credibility and trustworthiness of the findings were ensured through methodological triangulation by integrating evidence obtained from interviews, observations, and documentary analysis, allowing the consistency of information to be verified across multiple data sources (Creswell, 2014). Data analysis followed the interactive qualitative analysis model developed by Miles, Huberman, and Saldaña, consisting of data condensation, data display, and conclusion drawing and verification, with each stage conducted iteratively throughout the research process to facilitate continuous interpretation of emerging findings (Miles et al., 2014). The interview transcripts, observational records, and documentary evidence were systematically coded according to the six principles of good governance and subsequently interpreted to identify recurring patterns, institutional practices, implementation barriers, and their implications for improving public service quality. Rather than employing statistical or econometric techniques, the study emphasized thematic interpretation and pattern matching to explain how governance principles were translated into everyday administrative practices within the village government. To strengthen analytical rigor, source triangulation, member

checking with selected informants, and prolonged engagement in the research setting were employed to minimize researcher bias and enhance the credibility, dependability, and confirmability of the qualitative findings (Creswell, 2014).

RESULTS AND DISCUSSION

Implementation of Good Governance Principles in Population Administration Services

The findings indicate that the implementation of good governance principles has become an integral component of population administration services in Weragati Village, although the degree of implementation varies across governance dimensions. Interviews with the Village Head and the Head of Government Affairs revealed that administrative responsibilities have been clearly assigned to officials responsible for population administration, allowing services to be delivered consistently according to their institutional duties. Field observations further showed that village officials demonstrate a strong commitment to responding to citizens' administrative needs, including providing services beyond regular working hours when urgent circumstances arise. Such practices illustrate that public service delivery has gradually shifted from a purely procedural orientation toward a more citizen-centered approach, which is widely recognized as a defining characteristic of good governance (UNDP, 1997). Nevertheless, several governance principles remain dependent on individual initiatives rather than institutionalized administrative mechanisms, indicating that governance quality is influenced more by organizational commitment than by standardized service management.

The empirical findings further demonstrate that the implementation of accountability has been reflected in the existence of administrative documentation, designated service responsibilities, and compliance with established administrative procedures. Interviews with service officers confirmed that incoming and outgoing correspondence, population administration records, and supporting documents are systematically archived to ensure administrative accountability throughout the service process. Community members generally acknowledged that requested administrative documents were processed appropriately, although uncertainty regarding service completion times occasionally reduced public confidence in service predictability. Accountability in public administration extends beyond documenting administrative activities because it also requires measurable service standards that enable citizens to evaluate governmental performance objectively (LAN, 2000). These findings suggest that accountability within Weragati Village has primarily fulfilled its administrative dimension, whereas performance accountability associated with service certainty and measurable outcomes remains insufficiently institutionalized.

Table 1. Implementation of Good Governance Principles in Population Administration Services of Weragati Village

Good Governance Principle	Empirical Findings	Current Implementation
Accountability	Administrative records are maintained, but service completion standards remain unclear	Partially implemented
Transparency	Information is disseminated through meetings and WhatsApp groups	Moderately implemented
Openness	Suggestion box available but rarely utilized	Limited implementation
Rule of Law	Administrative procedures follow applicable regulations	Procedurally implemented
Competency-Based Management	Officials have participated in training and understand service procedures	Well implemented
Respect for Human Rights	Services are delivered equally without discrimination	Strongly implemented

As presented in Table 1, accountability and transparency have been implemented more consistently than openness and institutional participation, while competency-based management and

respect for human rights represent the strongest dimensions observed during fieldwork. Transparency was primarily demonstrated through direct communication with residents, village meetings, and WhatsApp groups that functioned as the principal channels for disseminating service information. Interviews with community members nevertheless revealed that independently accessible information remains limited because the village website and official social media platforms are not actively managed, reducing opportunities for citizens to obtain service information without direct interaction with village officials. Similar observations have been reported in studies showing that transparency becomes more effective when information systems are institutionalized through accessible digital platforms rather than relying predominantly on interpersonal communication (Andriyan et al., 2024). The current condition indicates that transparency has been implemented procedurally but has not yet evolved into an integrated information management system capable of supporting broader public accessibility.

The principle of openness has also been introduced through the provision of complaint mechanisms and opportunities for community members to communicate suggestions directly to village officials. Observation results confirmed the availability of a suggestion box at the village office, while interviews indicated that residents generally preferred delivering complaints verbally rather than utilizing formal complaint facilities. This pattern suggests that community participation remains largely informal because public feedback has not yet been systematically documented or incorporated into institutional service evaluation. Previous studies similarly argue that meaningful public participation requires structured mechanisms capable of transforming citizens' feedback into organizational learning and continuous service improvement (Pakaya et al., 2025). The limited utilization of formal complaint channels demonstrates that openness has not yet generated an institutional culture in which community participation consistently informs administrative decision-making.

The implementation of the rule of law and competency-based management demonstrates relatively positive institutional conditions within Weragati Village. Interviews with village officials confirmed that administrative services are conducted in accordance with prevailing legal requirements governing population administration, while officers have acquired sufficient knowledge through training programs and practical administrative experience. The predominance of relatively young personnel has also contributed to greater adaptability in handling administrative tasks and responding to community needs, although service consistency continues to depend heavily on individual competencies rather than standardized organizational systems. Public service quality is substantially influenced by the competence of service providers, procedural clarity, and the capacity of public institutions to ensure reliable service delivery across different administrative situations (Hardiyansyah, 2015). Field evidence nevertheless indicates that institutional capacity would become more sustainable if individual competencies were reinforced by comprehensive operational standards capable of ensuring uniform service performance.

Respect for human rights emerged as the governance principle that was most consistently reflected in daily service delivery practices. Interviews with both village officials and community members confirmed that administrative services were provided without discrimination based on social, economic, or personal backgrounds, while respectful interpersonal communication was consistently maintained throughout the service process. Residents generally perceived that equal treatment had become an established norm within population administration services, strengthening public confidence in village government institutions. Equal access to public services represents a fundamental element of good governance because fairness reinforces institutional legitimacy and enhances citizens' trust in government performance (Sedarmayanti, 2007). The overall findings indicate that Weragati Village has incorporated the essential values of good governance into its population administration services, although strengthening institutional procedures remains necessary to ensure that accountability, transparency, and openness are implemented with the same level of consistency already demonstrated in competency development and respect for citizens' rights.

Institutionalization of Good Governance in Village Public Services

The findings demonstrate that although the principles of good governance have been introduced into population administration services, their implementation has not yet been fully institutionalized within the organizational system of the Weragati Village Government. Field observations indicate that many service activities continue to depend on the initiative, experience, and personal commitment of

individual officials rather than being guided by standardized operational procedures that ensure uniform service quality. Interviews with village officials revealed that administrative practices have developed primarily through organizational routines and practical experience instead of comprehensive institutional regulations governing service delivery. This condition creates disparities in service implementation because the quality and consistency of administrative processes may vary according to the officer responsible for handling citizens' requests. Institutionalizing good governance requires governance principles to become embedded within organizational structures, administrative procedures, and performance management systems rather than remaining dependent upon individual behavior alone (World Bank, 1992). The findings therefore suggest that strengthening institutional governance remains an essential prerequisite for ensuring consistent and sustainable improvements in village public services.

One of the most prominent institutional weaknesses identified during the study concerns the absence of measurable service standards governing the completion of population administration services. Interviews with community members consistently revealed that officials generally provide estimated processing times rather than clearly defined service completion schedules, creating uncertainty regarding when requested documents will be finalized. Although residents acknowledged the willingness of officials to process administrative requests responsibly, the absence of explicit service standards reduced the predictability and transparency expected from a citizen-oriented public service system. Public service quality is strongly influenced by the availability of clear service standards because measurable procedures enable citizens to evaluate governmental performance objectively while encouraging administrative accountability (Parasuraman et al., 1988). This finding indicates that administrative responsiveness alone cannot guarantee high-quality public services unless accompanied by institutional mechanisms that establish consistent service certainty. Developing standardized service procedures would therefore strengthen both organizational performance and public confidence in village administration.

Table 2. Institutional Gaps in the Implementation of Good Governance in Weragati Village

Institutional Aspect	Existing Practice	Identified Gap	Implication for Public Service
Service Standards	Processing time is estimated by officers	No measurable service time standard	Reduces service certainty and public confidence
Information System	Information is delivered through face-to-face communication and WhatsApp groups	Village website and official social media are inactive	Limited transparency and independent public access
Complaint Mechanism	Suggestion box is available	Complaint mechanism is rarely utilized and feedback is undocumented	Weak community participation and limited service evaluation
Standard Operating Procedures	Administrative services rely on work routines	SOPs are not fully standardized	Service quality depends on individual officers
Performance Evaluation	Informal supervision by village leaders	No structured governance-based performance indicators	Difficult to evaluate continuous service improvement

As summarized in Table 2, the institutional weaknesses identified during fieldwork are primarily associated with the absence of standardized governance mechanisms rather than with the lack of commitment among village officials. Interviews with village officials indicated that service information is primarily conveyed through direct interaction, village meetings, and WhatsApp groups, while observations confirmed that the village website and official social media accounts remain largely

inactive. Such conditions limit citizens' opportunities to obtain administrative information independently, particularly for residents who cannot directly access village offices during working hours. Contemporary village governance increasingly requires digital communication systems capable of expanding transparency and improving public access to government services beyond conventional face-to-face interactions (Priolosadoso et al., 2024). Digital governance should not merely function as an administrative complement but rather as an institutional instrument that strengthens openness, accessibility, and accountability in public service delivery. Consequently, improving digital information management represents an important strategy for institutionalizing good governance within village administration.

Another institutional issue concerns the limited effectiveness of formal public participation mechanisms in supporting continuous service improvement. Although a suggestion box has been provided as an official complaint channel, observations revealed that it is rarely utilized, while interviews showed that residents generally prefer communicating complaints directly to village officials through informal conversations. As a result, valuable public feedback is often undocumented and cannot be systematically incorporated into organizational evaluation or service improvement initiatives. Effective governance requires institutional arrangements that facilitate continuous dialogue between government institutions and citizens while ensuring that community feedback contributes directly to organizational learning (Amut & Sulistiyowati, 2023). The current pattern of participation therefore reflects an interpersonal communication culture rather than an institutionalized public accountability mechanism. Establishing more structured complaint management procedures would enable village governments to transform citizens' experiences into evidence for improving administrative performance.

The implementation of competency-based management has contributed positively to service delivery; however, institutional dependence on individual competencies remains evident throughout the administrative process. Interviews with village officials indicated that younger personnel have adapted relatively well to administrative responsibilities and technological developments, allowing services to be delivered efficiently under normal circumstances. Nevertheless, field observations also demonstrated that the absence of comprehensive written operational guidelines increases the possibility of inconsistencies whenever experienced personnel are unavailable or administrative workloads increase significantly. Sustainable governance requires organizational knowledge to be institutionalized through documented procedures rather than relying exclusively on the experience and capability of individual public servants (Hayati et al., 2025). Institutional capacity therefore depends not only on competent human resources but also on governance systems capable of maintaining service continuity regardless of personnel changes. This condition highlights the importance of strengthening organizational governance alongside continuous human resource development.

Overall, the findings indicate that Weragati Village has established an important foundation for implementing good governance, yet the transition from individual administrative practices toward fully institutionalized governance remains incomplete. The village government has demonstrated commitment to accountability, transparency, professionalism, and equitable public services, but these commitments require stronger organizational mechanisms to ensure long-term consistency and sustainability. Institutional reforms involving standardized operating procedures, measurable service standards, integrated digital information systems, and structured public participation mechanisms would substantially reinforce the practical implementation of good governance principles within village administration. Such reforms would also reduce dependence on personal initiative while ensuring that governance quality becomes embedded within the organizational culture of public service delivery. Previous studies similarly emphasize that sustainable public service improvement is achieved when governance principles are translated into institutional systems rather than remaining normative administrative values (Salam, 2023). The institutionalization of good governance therefore represents a critical stage in transforming village public services into more accountable, transparent, responsive, and citizen-oriented governance practices.

Alignment of Village Public Services with Integrity Zone Standards

The findings indicate that the implementation of good governance in Weragati Village can also be evaluated through its alignment with the objectives of the Integrity Zone (Zona Integritas/ZI), which serves as a strategic instrument for accelerating bureaucratic reform and improving public service

quality. The Integrity Zone framework emphasizes the development of government institutions that operate transparently, accountably, effectively, and with a strong commitment to public satisfaction. Interviews with village officials revealed that several administrative practices have already reflected these values, particularly the commitment to providing equitable services and maintaining administrative accountability. Field observations nevertheless showed that many governance practices remain procedural and have not yet been integrated into a comprehensive management system that supports continuous organizational improvement. The implementation of the Integrity Zone requires institutional transformation rather than isolated administrative improvements because sustainable governance depends on organizational systems that consistently uphold integrity and service excellence (PAN/RB, 2020). These findings suggest that Weragati Village has established an important foundation for bureaucratic reform, although several institutional components still require systematic strengthening.

One important aspect identified during the study concerns the relationship between governance practices and public satisfaction. Interviews with community members indicated that village officials generally provide friendly, respectful, and nondiscriminatory services, creating positive perceptions regarding interpersonal interactions between government and citizens. Nevertheless, respondents also expressed concerns regarding uncertain service completion times, limited access to service information, and the absence of systematic feedback mechanisms, all of which reduce overall service certainty despite positive experiences with individual officers. These findings demonstrate that public satisfaction is influenced not only by the attitudes of service providers but also by institutional arrangements capable of ensuring consistency, predictability, and transparency throughout the service process. Bureaucratic reform therefore requires improvements that extend beyond individual performance toward strengthening governance systems capable of delivering reliable public services across different administrative situations (PAN/RB, 2021). Such institutional improvements are essential for ensuring that service quality remains sustainable regardless of organizational or personnel changes.

Table 3. Alignment of Weragati Village Public Services with Integrity Zone Standards

Integrity Zone Component	Existing Condition	Level of Alignment	Improvement Priority
Service Standards	Service procedures exist, but completion time is not standardized	Moderate	Establish measurable service standards
Transparency	Information disseminated directly and through WhatsApp	Moderate	Activate digital information platforms
Accountability	Administrative records are maintained	High	Develop performance-based accountability indicators
Public Complaint Management	Suggestion box available but rarely utilized	Low	Strengthen complaint management and documentation
Continuous Service Improvement	Evaluation conducted informally	Low	Institutionalize periodic service evaluation

As presented in Table 3, the strongest alignment with the Integrity Zone framework is reflected in administrative accountability, whereas continuous service improvement and complaint management remain the weakest institutional components. The village government has demonstrated commitment to maintaining administrative documentation and complying with applicable regulations, yet organizational learning derived from public feedback has not been systematically incorporated into governance practices. Interviews with village officials further revealed that service evaluation is generally conducted through informal discussions rather than structured performance reviews supported by measurable indicators. Previous studies similarly emphasize that sustainable bureaucratic reform

depends upon institutional evaluation systems capable of identifying governance deficiencies and encouraging continuous organizational improvement (Maria et al., 2024). Strengthening evaluation mechanisms would therefore enable village governments to monitor governance performance more objectively while ensuring that administrative reforms remain responsive to evolving community expectations. Such improvements would also reinforce the implementation of the Integrity Zone beyond administrative compliance toward genuine organizational transformation.

The study further demonstrates that the successful implementation of the Integrity Zone depends on the integration of organizational leadership, administrative systems, and citizen participation within a unified governance framework. Field observations indicate that village leaders have shown considerable commitment to maintaining service quality through direct supervision and coordination among administrative staff. However, this leadership commitment has not yet been fully supported by formal governance instruments such as comprehensive standard operating procedures, measurable performance indicators, and integrated digital service management. Effective bureaucratic reform requires organizational leadership to institutionalize governance principles through policies and management systems that remain effective regardless of changes in personnel or leadership structures (Andriyan et al., 2024). Institutional transformation therefore involves strengthening governance capacity across the entire organization rather than relying solely on the commitment of individual leaders. Such an approach would contribute to greater administrative consistency and long-term organizational resilience.

Another important finding concerns the role of community participation in supporting the sustainability of bureaucratic reform at the village level. Although residents generally maintain positive relationships with village officials, participation in formal governance mechanisms remains relatively limited because communication continues to rely predominantly on informal interactions. Interviews with community members revealed that they rarely submit written complaints or formal suggestions despite acknowledging that service improvements are still needed in several administrative areas. This condition indicates that opportunities for collaborative governance have not yet been fully utilized, even though active citizen participation represents one of the essential elements of good governance and service innovation. Sustainable public service improvement requires governance systems that encourage citizens to participate not only as service recipients but also as partners in evaluating and improving administrative performance (Salam, 2023). Expanding institutional participation mechanisms would therefore strengthen both democratic governance and service accountability within village administration.

Overall, the findings demonstrate that Weragati Village has achieved moderate alignment with the objectives of the Integrity Zone through its commitment to accountability, equitable service delivery, and administrative professionalism. At the same time, the study identifies several institutional priorities that require further attention, particularly the establishment of measurable service standards, optimization of digital information systems, strengthening of complaint management, and development of structured performance evaluation mechanisms. These improvements would enable governance principles to become embedded within organizational routines rather than depending primarily on the commitment and experience of individual officials. The findings also indicate that bureaucratic reform at the village level should be understood as a continuous institutional process that integrates governance values with sustainable administrative practices. By strengthening organizational systems alongside human resource capacity, village governments can improve both governance quality and public trust in local public services. The proposed institutional improvements provide a practical pathway for transforming population administration services into a governance system that is more transparent, accountable, responsive, and oriented toward continuous public service excellence.

CONCLUSION

This study examined the implementation of good governance by the Weragati Village Government in improving the quality of population administration services through the perspective of the Integrity Zone (ZI). The findings indicate that the village government has incorporated the fundamental principles of good governance, including accountability, transparency, openness, the rule of law, competency-based management, and respect for human rights, into its public service practices. Village officials generally provide administrative services in a courteous, responsive, and nondiscriminatory manner while fulfilling their respective responsibilities in accordance with

applicable regulations. Nevertheless, the implementation of these principles remains only partially institutionalized because many service activities continue to rely on the initiative, experience, and work habits of individual officials rather than on standardized organizational systems. The study also reveals that several institutional weaknesses, including the absence of measurable service standards, limited utilization of digital information platforms, and ineffective complaint management mechanisms, continue to constrain the consistent implementation of good governance. These findings demonstrate that the quality of public services depends not only on the commitment of public officials but also on the existence of integrated governance systems capable of ensuring transparency, accountability, consistency, and sustainability in service delivery.

The study further concludes that a considerable gap remains between existing service practices in Weragati Village and the institutional standards promoted by the Integrity Zone (ZI) framework. Although the village government has established a positive foundation for bureaucratic reform through its commitment to equitable and citizen-oriented services, several governance components require systematic strengthening before the objectives of a transparent, accountable, and service-oriented bureaucracy can be fully achieved. Institutional reforms should prioritize the development of standardized operating procedures, measurable service completion standards, integrated digital information systems, structured complaint management mechanisms, and periodic performance evaluation based on good governance principles. From a theoretical perspective, this study contributes to the public administration literature by demonstrating that the successful implementation of good governance requires the institutionalization of governance principles through organizational systems rather than relying solely on normative commitment or individual performance. From a practical perspective, the findings provide evidence-based recommendations for village governments seeking to strengthen bureaucratic reform and improve public service quality through the effective implementation of the Integrity Zone framework. Future studies are encouraged to examine the implementation of good governance across multiple village governments and incorporate comparative perspectives to generate broader insights into institutional strategies for strengthening local governance and sustainable public service delivery.

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