



Analysis of the Effectiveness and Efficiency of Good Governance in the Department of Community Empowerment and Village of Gowa Regency

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Abstract. In realizing a good government The effectiveness and efficiency of governance is one of the principles that play an important role. In reality, the implementation of local government that is currently felt is still relatively weak because in general the regional work units or Regional Work Units (SKPD) have not carried out their duties and functions effectively and efficiently. Factors that may occur are because the planning in the early stages was not significantly applied to its implementation, as well as the existence of external factors that have an impact on the implementation of the government itself. So by using qualitative research methods that aim to find out in detail or in depth the phenomena that occur in the government in Gowa Regency which focuses on the Department of Community and Village Empowerment, it can analyze that good governance can be optimally carried out when tasks and functions are carried out on target by using all available and appropriate resources in achieving goals. Thus, it can be seen how important it is to implement the effectiveness and efficiency of good governance in any government sector in all aspects ranging from development, empowerment, and participation in order to create a superior and sustainable society with good governance.

Keywords: Governance · Effectiveness · Efficiency

1 Introduction

The basis of *good governance* is the existence of effectiveness and efficiency in governance, transparency and public participation. Conceptually good governance has the understanding that the word good or *good* in terms of governance has the meaning that: First, values that uphold the wishes/will of the people, and values that can increase the people's ability to achieve (national) goals of independence, sustainable development, and social justice. Second, the functional aspects of government that are effective and efficient in carrying out their duties to achieve these goals (Sedarmayanti, 2009: 275). The government's role in realizing *good governance* is present as a main part of the reform

agenda with the aim of creating good and *clean governance*, which includes professionalism, accountability, transparency, excellent service, democracy and participation, efficiency and effectiveness, rule of law, strategic vision.

Optimizing the principles of effectiveness and efficiency in government organizations so that they are carried out as expected, government officials must be able to formulate strategic plans that are prepared rationally and measurably based on the real needs of the community because strategic planning can affect the level of effectiveness and efficiency of the government which will be used as a guideline. in each task and function of the work unit. In this case, the regional apparatus as the spearhead of good governance plays an important role. As a public sector organization, the government is required to have a performance that is oriented towards the interests of the community and is always responsive to the demands of the environment, by trying to provide the best service in a transparent and quality manner as well as a good division of tasks within the scope of the government itself.

In reality, the perceived effectiveness and efficiency of local government is still relatively weak because in general, regional work units or Regional Work Units (SKPD) have not carried out their duties and functions efficiently. Optimizing the active role of the government which is not optimal in identifying priority scales according to the size of the needs and demands of the community so that the goal of realizing good governance does not work as expected.

Based on Law Number 23 of 2014 concerning Regional Government, the Government is divided into two, namely the Central Government and Regional Government. The formation of the SKPD (Regional Apparatus Work Unit) is stipulated by a Regional Regulation (Perda) based on Government Regulations. Regional regulations regulate the composition, position, and main tasks of SKPD.

Performance that reflects on the principles of good governance, especially the effectiveness and efficiency of the government in running the government, can support the implementation of a democratic government and the public can have confidence that the government is able to provide better public services to the community. Thus the principle of good governance becomes an important issue that must be carried out by regional officials by implementing an effective work system. On the other hand, poor governance continues to be a source of greatest concern and challenge for most regions. In the global era, competitive organizations depend on unique human resources and systems to manage human resources effectively to gain competitive advantage.

Based on the description above, it is deemed necessary to conduct more in-depth research to analyze the principles of effectiveness and efficiency in realizing good governance in Gowa Regency, which focuses on the Gowa Regency Community and Village Empowerment Service.

2 Research Methods

This study uses a qualitative approach which is one of the research procedures which produces descriptive data in the form of written and spoken words from the objects and behaviors observed (Bangdon and Taylor in Moloeng, 2005:4). The qualitative approach aims to explain a phenomenon as deeply as possible by collecting the deepest data that



Fig. 1. Administration Map Of Gowa District

shows the importance of depth and detail of the data being studied. This type of research is a case study by conducting an in-depth investigation of the intended object, group, or events to be observed as a process of searching for empirical data with the aim of being able to collect and then analyze data in detail according to the scope of related observations that are multi-perspective.

3 Results and Discussion

3.1 Research Results

The Area and Boundaries of the Administrative

The area of Gowa Regency which is located in the southern part of South Sulawesi Province is 1,883.33 km² or 3.01% of the total area of South Sulawesi Province. In general, based on the condition of the administrative area of Gowa Regency, it consists of 18 sub-districts, 121 villages, 46 kelurahan, and 675 hamlets/neighborhoods bordering 8 (eight) regencies/cities, namely (Fig. 1):

- *In the north borders it Makassar City, Maros Regency and Bone Regency;*
- *In the east with the Regencies of Sinjai, Bulukumba and Bantaeng;*
- *To the south with Takalar and Jeneponto Regencies; and*
- *the west bordered by Takalar Regency and Makassar City (Table 1).*

3.2 Vision and Mission of Gowa Regency

According to Law Number 25 of 2004 concerning the National Development Planning System (SPPN), vision is a general formulation of the desired state of affairs to be realized at the end of the planning period of the elected Gowa Regent and Deputy Regent is:

Table 1. Gowa District Area By District

No	Kecamatan	Luas (km ²)	%	Jumlah Desa/Kelurahan		
				Desa	Kelurahan	Jumlah
1	BAJENG	60,09	3,19	10	4	14
2	BAJENG BARAT	19,04	1,01	7	0	7
3	BAROMBONG	20,67	1,10	5	2	7
4	BIRINGBULU	218,84	11,62	9	2	11
5	BONTOLEMPANGAN	142,46	7,56	8	0	8
6	BONTO MARANNU	52,63	2,79	6	3	9
7	BONTONO MPO	30,39	1,61	11	3	14
8	BONTONO MPO SELATAN	29,24	1,55	8	1	9
9	BUNGAYA	175,53	9,32	5	2	7
10	MANUJU	91,90	4,88	7	0	7
11	PALLANGGA	48,24	2,56	12	4	16
12	PARANGLOE	221,26	11,75	5	2	7
13	PARIGI	132,76	7,05	5	0	5
14	PATTALLASSANG	84,96	4,51	8	0	8
15	SOMBA OPU	28,09	1,49	0	14	14
16	TINGGIMONCONG	142,87	7,59	1	6	7
17	TOMBOLO PAO	251,82	13,37	8	1	9
18	TOMPO BULU	132,54	7,04	6	2	8
Jumlah		1.883,33	100	121	46	167

Sumber: BPS, Gowa Dalam Angka 2021

“The Realization of a Superior and Resilient Society with Best Governance”

The vision above has three keywords vision, as a general condition that wants to be realized, namely:

1. *The Superior Society*
2. *The Resilient Society*
3. *Good Governance*

In line with the vision that has been set and taking into account the objective conditions of Gowa Regency, the Gowa Regency Mission is formulated as follows:

1. Improving the quality of life of a superior and inclusive community.
2. Strengthening regional economic independence based on local resources and technology.
3. Improving quality, integrated and environmentally friendly infrastructure.
4. Developing innovative governance through bureaucratic reform and quality public services.

The Program for Community Empowerment and Village Government that supports the Regent's Vision, Mission and Priority Program is the Village Arrangement Program.

3.3 Duties, Functions and Organizational Structure

- 1) Duties and Functions

of the Main Duties and Functions of the Gowa Regency Community and Village Empowerment Service, as stipulated in Gowa Regent Regulation Number 55 of 2016 concerning Organizational Structure, Position, Main Duties and Functions and Work Procedures at the Community Empowerment Service and The Gowa Regency Villages are as follows:

3.3.1 The Head of Department

The Community and Village Empowerment Service, led by a Head of Service, has the main task of assisting the Regent in carrying out Government Affairs in the field of community and village empowerment which is the regional authority and assistance tasks assigned to the Regional Government. In carrying out the tasks mentioned above, the Head of the Service has the following functions:

- a. Formulation of policies in the field of community and village empowerment;
- b. Implementation of policies in the field of community and village empowerment;
- c. Implementation of evaluation and reporting in the field of community and village empowerment;
- d. Implementation of the administration of the field of community and village empowerment; and
- e. Implementation of other functions assigned by the Regent related to its duties and functions.

3.3.2 Secretariat

Secretariat led by the Secretary has the main task of assisting the Head of Service in coordinating activities, providing technical and administrative planning and financial services, as well as general and staffing within the Service.

In carrying out the tasks mentioned above, the Secretariat has the following functions:

- a. Coordinating the implementation of tasks within the Office;
- b. Coordinate the preparation of program planning and reporting;
- c. Coordinating financial management administration;
- d. Coordination of general affairs and staffing; and
- e. Implementation of other official duties in accordance with their field of duty.

3.3.3 Village Administration Section

Administration is led by the Head of the Division who has the main task of assisting the Head of the Service in coordinating and implementing the Village Government.

In carrying out the tasks referred to above, the Head of the Village Administration has the following functions:

- a. Formulation of technical policies in the field of village administration;
- b. Implementation of technical policies in the field of village government;
- c. Implementation of evaluation and reporting in the field of village government;
- d. Implementation of village government administration; and
- e. Implementation of other official duties in accordance with their field of duty.

3.3.4 Institutional and Village Cooperation

Sector Institutional and Village Cooperation Sector, led by the Head of Division has the main task of assisting the Head of Service in coordinating and implementing the Institutional and Village Cooperation Sector.

In carrying out the main tasks referred to above, the Head of Institutional and Village Cooperation has the following functions:

- a. Formulation of technical policies in the field of village institutions and cooperation;
- b. Implementation of technical policies in the field of village institutions and cooperation;
- c. Implementation of evaluation and reporting in the field of village institutions and cooperation;
- d. Implementation of the administration of village institutions and cooperation; and
- e. Implementation of other official duties in accordance with their field of work

3.3.5 Village Economic Development and Business Sector

Sector of Development and Village Economic Business led by the Head of Division has the main task of assisting the Head of Service in coordinating and implementing the field of Village Economic Development and Business.

In carrying out the main tasks as referred to above, the Head of Division has the following functions:

- a. Formulation of technical policies in the field of development and village economic enterprises;
- b. Implementation of technical policies in the field of village economic development and business;
- c. Implementation of evaluation and reporting in the field of village economic development and business;
- d. Implementation of administration in the field of village economic development and business; and
- e. Implementation of other official duties in accordance with their field of duty.

2) Organizational Structure The

existence of the Gowa Regency Community and Village Empowerment Service is regulated in Gowa Regency Regional Regulation Number 11 of 2016 Formation and Composition of Regional Apparatus.

For the implementation of its duties and functions, the organizational structure of the Gowa Regency Village and Community Empowerment Service consists of:

- a. Head of Department
- b. Secretariat:
 - 1) General and Personnel Sub-Section
 - 2) Planning, Reporting and Finance Sub
- c. Village Administration Section
 - 1) Village Administration Arrangement and Administration Section
 - 2) Village Development Evaluation Section
 - 3) Village Finance and Assets Section

- d. Institutional and Village Cooperation Division Village
 - 1) Institutional and Community Socio-Cultural
 - 2) Section Community Capacity Building
 - 3) Section Village Cooperation Section
- e. Village Economic Development and Business Sector
 - 1) Village and Rural Area Development
 - 2) Section Section for Utilization of Natural Resources and Appropriate Rural Technology
 - 3) Section for Village Economic Business Development

4 Resources Department of Community and Village Empowerment Gowa Regency

Human Resources (HR)

One of the important elements and determinants of successful implementation the main task and function of the Gowa Regency Village and Community Empowerment Service is the readiness of employees/apparatus. The number of employees/apparatus implementing the main tasks and functions of the Gowa Regency Community and Village Empowerment Service is 21 people, consisting of a leader, a secretary, 3 heads of fields, 11 heads of sub-sections/Kasi and 5 staff. Data on employees of the Gowa Regency Village and Community Empowerment Service can be seen based on the level of education and the rank/class of space (Table 2).

Table above shows that the rank and class/space of 21 employees at the Gowa Regency Community and Village Empowerment Service are mostly 1 level Young Managers (II/b). (4.76%), 1 person (III/a) young stylist (4.76%), 3rd Level I (III/b) young stylist (14.29%), 3 stylist (III/c) 8 people (38.10%), Level I (III/d) administrators are 3 people (14.29%) while employees with the rank of Supervisor (IV/a) are 4 people (19.05%) and Young Main Trustees (IV) /c) as many as 1 person (4.76%) (Table 3).

The implementation of the main tasks and functions of the Gowa Regency Village and Community Empowerment Service occupies 2 (two) permanent rooms belonging to the Gowa Regency Government. Office building facilities are equipped with activities supporting facilities in the form of machinery and equipment which are grouped into 4 (four) major sections, namely transportation equipment, office and household equipment, as well as studio and communication equipment.

In the context of carrying out the main tasks and functions of the Gowa Regency Community and Village Empowerment Service in 2021 to 2026 supported by the budget sourced from the Regional Revenue and Expenditure Budget (APBD) of Gowa Regency, consisting of Indirect Expenditures and Direct Expenditures. Indirect expenditure is used to pay for employee expenses in this case salaries, allowances, and additional income for civil servants. Direct expenditure is allocated to finance various programs and activities of echelon III work units atthe Gowa Regency Community and Village Empowerment Service.

The ceiling and budget realization of the Gowa Regency Community and Village Empowerment Office 2016 to 2021 based on the type of expenditure.

Table 2. Data on employees of the Gowa Regency Community and Village Empowerment Service

No. 1	Pangkat/Golongan Ruang 2	Jumlah 3	(%) 4	Keterangan 5
1	Pembina Utama Muda, IV/c	1 orang	4,76%	
2	Pembina Tingkat I, IV/b	-	-	
3	Pembina, IV/a	3 orang	14,28%	
4	Penata Tingkat I, III/d	6 orang	28,5%	
5	Penata, III/c	7 orang	33,33%	
6	Penata Muda Tingkat I, III/b	3 orang	14,28%	
7	Penata Muda, III/a	-	-	
8	Pengatur Tingkat I, II/d	-	-	
9	Pengatur, II/c	1 Orang	4,76%	
10	Pengatur Muda Tingkat I, II/b	-	-	
11	Pengatur Muda, II/a	-	-	
Jumlah Total		21 Orang	100%	

Sumber: Sub Bagian Umum dan Kepegawaian Sekretariat DPMD Kabupaten Gowa, Juli 2021

Table 3. Number of Facilities and Infrastructure of the Gowa Regency Community and Village

NO.	KELOMPOK BARANG	JUMLAH	KETERANGAN
1	2	3	4
1	Tanah	3 tanah	
2	Alat-alat angkutan	2 unit	
3	Alat-alat kantor dan rumah tangga	97 unit	
4	Alat studio dan komunikasi	45 unit	
JUMLAH TOTAL		147 unit	

Sumber: Sub Bagian Umum dan Kepegawaian Sekretariat DPMD Kabupaten Gowa, Maret 2021

5 Implementation of Duties and Functions of the Community and Village Empowerment Service

General problems faced by the Regency Community and Village Empowerment Service Gowa in the context of carrying out its duties and functions, among others:

1. The village government is still relatively limited in the effectiveness of village government administration in the context of providing services and increasing community empowerment;

2. The active role of the community in the public decision-making process that regulates people's lives is not yet optimal, including the active role and independence of the community in the management of development, due to the ineffective implementation of the functions of village community institutions in mobilizing community participation and independence in development;
3. The low self-reliance and independence of the community in building, utilizing and maintaining existing infrastructure and facilities, the participation and acceleration of the community in empowering the community is very lacking, so between the government and the community and NGOs that can be utilized as dynamists, facilitators, innovators and investors for empowerment support systems Public.
4. The need for village facilities and infrastructure has not been fulfilled, there are still village office facilities and infrastructure that are no longer suitable for use.
5. The utilization of the potential of local village resources and appropriate technology has not been maximized, the economic development of family and community businesses has not been maximized, which has resulted in the low economic conditions of the community, thus requiring efforts to empower family and community economic business groups.

Based on the general problems faced by the Gowa Regency Community and Village Empowerment Service in carrying out its duties and functions in the field of community and village empowerment and to achieve the goals and objectives of becoming a regional apparatus with good governance, the strategies that will be and are being pursued are formulated as follows::

1. Increasing the capacity and role of village institutions with a socio-cultural life structure;
2. Increasing community participation and self-reliance in village development;
3. Increasing the development of village cooperation;
4. Increased development of rural areas;
5. Increasing the TTG (Appropriate Technology) group and utilizing the potential of rural natural resources;
6. Increasing community economic business activities and strengthening village economic institutions;
7. Improved management of village administration;
8. Improvement of fast growing category of villages;
9. Improved environmental performance and financial accountability of the Community and Village Empowerment Service.

Based on the results of a study of the problems in implementing the duties and functions of regional apparatus, the policies that have been established and various implementation problems in the village government currently facing, the challenges and potentials that can be developed underlie the formulation of strategic issues at the Gowa Regency Community and Village Empowerment Service. The formulation is carried out by considering the factors that influence the problems of the Gowa Regency Community

and Village Empowerment Service in terms of the vision, mission, program of the elected regional head and deputy regional head.

- a. Towards programs that support community empowerment efforts.
- b. The number of TTG (Appropriate Technology) innovations that are not identified at the village level.
- c. There are still limited human resources in the village who are able to manage BUMDes professionally.
- d. Some of the existing BUMDes do not yet have a wide network and marketing for business development.
- e. Lack of competence, qualifications and motivation of LPM managers to increase community participation in village development.
- f. The role of institutions at the village level has not been maximized in the process of planning and implementing development in the village.

6 Strategy and Policy Direction

Based on the aim of increasing the progress of village development and realizing good governance that is effective and efficient, a development strategy is drawn up at the Gowa Regency community and village empowerment service which always relies on community empowerment efforts, including placing the community as subject (*actors*) not only as an object of development.

The strategies implemented by the Community and Village Empowerment Service in an effort to achieve the goals are:

1. Increasing the status of independent villages;
2. Improved status of developed villages;
3. Increasing the status of developing villages;
4. Increased coverage of good village government office facilities and infrastructure;
5. Increasing community empowerment institution (LPM) development groups;
6. Increasing the number of PKK assisted groups;
7. Improved LPM achievers;
8. Increase of active NGOs;
9. Increasing active PKK;
10. Increased active posyandu.

Based on the main agenda and development priorities of the Gowa Regency Medium-Term Development Plan (RPJMD) for 2016–2021, the policy and program directions of the Gowa Regency Community and Village Empowerment Service for 2016–2021 must support the five priority agendas of Gowa Regency development in the next five years. .

In realizing this target the Community and Village Empowerment Service as one of the regional apparatus organizations within the Gowa Regency Government which helps carry out the duties and responsibilities of the Gowa Regent in the field of community and village empowerment, determines 9 (nine) policy directions for the development program of the Regency Community and Village Empowerment Service. Gowa in 2016–2021, namely:

1. Increasing the capacity and role of village institutions and the order of socio-cultural life;

2. Increase community participation and self-reliance in village development;
3. Increased development of village cooperation;
4. Increase the development of rural areas;
5. Increasing appropriate technology groups and utilizing the potential of rural natural resources;
6. Increasing community economic business activities and strengthening village economic institutions;
7. Improve the management of village government administration;
8. Increase the percentage of villages/kelurahan in the fast growing category;
9. Improving environmental performance and financial accountability of the Gowa Regency Community and Village Empowerment Service.

6.1 Discussion

Based on the results of data processing by prioritizing the process of collecting data systematically through direct interviews with informants and observations in the field, the following discussion is obtained.

1. The pattern

of strategic targets is directed and controlled by the Head of the Gowa Regency Community and Village Empowerment Service, and implemented by all organizational work units within the Gowa Regency Community and Village Empowerment Service in accordance with the scope of their respective duties and functions.

In administering an effective and efficient government based on previous plans that were flexible and subject to change taking into account the evaluation results of developing objective conditions related to urgent strategic needs.

Things that have developed, have not been accommodated and then new main issues related to the scope of work of the Gowa Regency Community and Village Empowerment Service are immediately inventoried by each organizational work unit for further input and improvement notes, and submitted to the Head of the Community and Village Empowerment Service. Gowa Regency to be followed up.

2. Measurement of Results The

Measurement of results is carried out in the form of performance measurement which is also coupled with the implementation of performance evaluation in order to support the improvement of the quality of planning, policy and performance management as well as accountability.

Based on planning and budgeting reforms, measurement of results is carried out on performance achievements on indicators of program performance targets which are prepared through a program restructuring process and then set as a reference in the Strategic Plan of the Gowa Regency Community and Village Empowerment Service.

3. Funding

Sources of funds to carry out all series of government activities come from the Gowa Regency APBD, South Sulawesi Provincial APBD and APBN including Foreign Loans/Grants (PHLN), non-governmental organizations and other sources in accordance with applicable laws and regulations and are used effectively and efficiently. as efficiently as possible based on strategic planning at the beginning of the activity.

4. Supervision, Control and Evaluation

Monitoring, control and evaluation activities are part of the implementation management that has been stipulated in the relevant regulations as a guide for the Gowa Regency Community and Village Empowerment Service which is carried out in stages starting from the lowest organizational work unit to echelon II as Head of SKPD.

5. Preparation of Work Plans The

Implementation of effective and efficient government activities in order to realize good governance in Gowa Regency in the field of community and village empowerment, it is necessary to prepare a work plan as a strategic first step and guidelines for further governance. All Regional Apparatus Work Units (SKPD) have prepared Work Plans based on the Strategic Plan, in connection with the validity period of the Strategic Plan of the Gowa Regency Community and Village Empowerment Service 2021–2026 will end in 2026, so with considerations: (1) maintaining sustainability development planning, (2) to avoid a vacancy in the development plan of the Gowa Regency Community and Village Empowerment Service in 2021, and (3) considering that 2027 is the transition year for the terms of service of the Regent and Deputy Regent of Gowa, the Work Plan (RENJA) of the Regency Village and Community Empowerment Service Gowa Year 2027 is prepared and refers to the Regional Development Work Plan (RKPD) of Gowa Regency in 2027 with the agenda of finalizing plans and problems that will be faced in 2027 in an effort to maintain an efficient and effective government stability.

7 Conclusions and Suggestions

7.1 Conclusion

1. Good governance has been implemented at the Gowa Regency Community and Village Empowerment Service although it has not been optimal due to problems identified at the village level so that the implementation of tasks and functions has not been fully effective and efficient.
2. The Community and Village Empowerment Service as a government sector engaged in community and village empowerment has made efforts to develop strategic plans in order to realize good governance and maximize good governance in the fields of village governance, village institutions and cooperation, and development. And rural economy.
3. At the district government level, the effectiveness and efficiency of the performance achievements of the Community and Village Empowerment Service have been running according to the 2021–2026 Work Plan as a guideline for governance including: implementation patterns; outcome measurement; financing (budget); supervision, control, and evaluation; and strategic planning.

7.2 Recommendations

Based on the research that has been done, the authors propose the following suggestions:

1. The Community and Village Empowerment Service should further increase interventions to increase the capacity of village officials in order to maximize the effectiveness of village government administration in the context of providing services and increasing community empowerment.

2. It is expected to carry out more detailed guidance and supervision regarding the facilities and infrastructure owned by village government offices as the main support for the implementation of good governance.
3. Although it has proceeded according to the planning in the initial steps, the Community and Village Empowerment Service is expected to further increase awareness of the duties and functions of each work unit so that government can be carried out effectively and efficiently on an ongoing basis.

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