

THE ROLE OF THE VILLAGE HEAD AS AN INNOVATOR IN IMPLEMENTING GOOD GOVERNANCE IN SUKAHURIP VILLAGE, PANGANDARAN DISTRICT, PANGANDARAN REGENCY

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Abstract

This study was motivated by the important role of the Village Head as an innovator in promoting change and improving village governance in Sukahurip Village, Pangandaran District, Pangandaran Regency. Although supported by various resources, several challenges remain in the implementation of village innovation. This study aims to examine the role of the Village Head as an innovator in village governance by employing a qualitative research method. The study involved 10 informants, and data were collected through observation, interviews, documentation, and literature review. Data analysis was conducted by systematically processing the findings from interviews and observations to draw research conclusions. The results indicate that the Village Head has performed the role of an innovator through the implementation of technology-based administrative systems, the utilization of village information media, the development of community empowerment programs, and efforts to establish more effective public services and village governance. However, the implementation of this role has not yet been fully optimized due to several constraints, including limited development of community potential-based programs, inadequate utilization of information technology, insufficient exploration of community ideas and aspirations, and limited capacity-building opportunities for village officials. These challenges are influenced by budget constraints, underutilized village potential, low levels of technological literacy, limited community participation in contributing ideas, and unequal access to training opportunities for village officials. To address these issues, the Village Head has undertaken various initiatives, including enhancing the use of information technology, expanding opportunities for community participation, developing innovative programs based on local village potential, increasing training for village officials, and conducting continuous guidance and evaluation to ensure that village governance innovation is implemented effectively, sustainably, and for the benefit of the community.

Keywords: Role, Innovator, Village Head, Good Governance

A. INTRODUCTION

Along with the evolving demands of bureaucratic reform, village governance is expected to implement good governance principles, including transparency, accountability,

participation, effectiveness, and the rule of law. Good governance serves as an essential framework for creating a clean, open, and community-oriented government. Within the village context, the application of these principles heavily depends on the capacity and commitment of the Village Head to execute governance functions professionally and with integrity.

However, in practice, village governance continues to face various challenges, such as limited human resources, low community participation, and sub-optimal transparency in managing village information and budgets. These conditions indicate that the implementation of good governance at the village level has not fully met expectations. Consequently, the role of the Village Head becomes crucial in ensuring that every village policy and program is executed openly, accountably, and with the active participation of the community.

The Village Head is required to build effective communication with citizens, encourage community involvement from the planning to the evaluation stages of development, and ensure that village financial management is conducted transparently and accountably. Furthermore, the Village Head must act as a facilitator in accommodating community aspirations so that every policy adopted truly reflects the needs and interests of the villagers.

Realizing good governance requires, among other things, the active role of the Village Head as the chief leader of local governance. Article 26 of Law No. 3 of 2024 stipulates that:

- Paragraph (1): The Village Head is tasked with administering village governance, carrying out village development, nurturing community life, and empowering the community.
- Paragraph (2): The Village Head holds powers including: leading village governance, appointing and dismissing village apparatus, enacting village regulations, fostering public order, cultivating the village economy, and coordinating development participatively.
- Paragraph (4): The Village Head is obligated to uphold Pancasila and the 1945 Constitution, comply with laws and regulations, improve community welfare, implement principles of good village governance, manage village finances transparently and accountably, and provide information to the public.

Based on these duties and authorities, the Village Head bears a critical responsibility to apply good governance principles in village administration. Principles of transparency, accountability, participation, effectiveness, and legal certainty must serve as the foundation for all decision-making and policy implementation at the village level. In this context, the Village Head functions not merely as an administrative leader, but also as the primary driver ensuring that all village governance processes run in accordance with good, open, and broad public-interest-oriented governance principles.

The implementation of these good governance principles is intrinsically linked to and mutually supported by the General Principles of Good Administration (*Asas-Asas Umum Pemerintahan yang Baik / AUPB*) as regulated under Law Number 30 of 2014 concerning Government Administration. AUPB provides the normative framework directing government administrators to act in accordance with legal certainty, openness, accountability, and proportionality in every policy and administrative action. Thus, good governance can be

viewed as the practical realization of AUPB in government operations, including at the village level, which stands as the frontline of public service.

Therefore, in practice, the Village Head must consistently integrate good governance principles with AUPB across all aspects of village administration—from planning and execution to policy evaluation. This integration is vital so that policies are not only legally valid, but also embody fairness, openness, and accountability to the public. Consequently, village governance can operate more effectively, transparently, and responsively to public needs while establishing good governance at the local level.

Upon deeper examination, however, the fundamental root of these issues is the sub-optimal active role of the Village Head in directing, facilitating, coordinating, and supervising all village governance processes comprehensively and continuously. The lack of a strategic role by the Village Head in ensuring the proper execution of transparency, accountability, participation, effectiveness, and legal certainty directly impairs the overall effectiveness of village governance. This condition remains a primary factor hindering the realization of good, clean, transparent, and accountable village governance.

Sukahurip Village, located in Pangandaran District, Pangandaran Regency, holds significant potential across the agricultural, micro-enterprise, and local tourism sectors. Despite these supporting resources, several governance issues persist, indicating that good governance principles are not yet effectively applied. This is reflected in the following indicators:

- Sub-optimal Openness and Community Engagement in Planning, Execution, and Supervision of Village Development: For instance, residents only discover neighborhood road or drainage construction projects after work has already commenced, while community proposals regarding irrigation repair or business aid fail to make the village development priority list. This leads to community complaints and dissatisfaction regarding village government policies.
- Low Level of Innovation and Technology Adoption in Services and Administrative Management: For example, village fund usage reports are merely posted on notice boards at the village office that residents rarely read, while the official village website and social media channels remain inactive. Additionally, correspondence and document processing are still handled manually, making public service delivery slow and inefficient.
- Lack of Direct Involvement by the Village Head in Monitoring Development Programs and Community Empowerment: For instance, the Village Head rarely conducts direct field inspections of village road construction sites or community training activities funded by village budgets. Consequently, issues arise such as sub-par construction quality, project execution delays, or training sessions that fail to align with local community needs, diminishing the program's overall benefits.

Based on the problem indicators outlined above, the researcher is interested in following up on these issues through a study entitled: **The Role of the Village Head as an Innovator in Implementing Good Governance in Sukahurip Village, Pangandaran District, Pangandaran Regency.**

B. LITERATURE REVIEW

The research problem of this study is rooted in the fact that the Village Head has not been optimal in implementing good governance. Consequently, the author applies the study of governmental science to conduct this research. This aligns with Syafiie (2019), who states that governmental science is the study of how to properly and correctly carry out management (executive functions), regulation (legislative functions), leadership, and governmental coordination (both between central and regional authorities, as well as between the public and their government) across various governmental events and phenomena.

Therefore, the Village Head is expected to fulfill their role in achieving good governance. According to Soekanto (2017: 212), a role represents the dynamic aspect of status meaning that when an individual exercises rights and fulfills obligations in accordance with their position, they are carrying out a role. A role pertains to the behavior expected of an individual based on their position within society or an organization.

Based on this view, a role can be defined as the execution of tasks, rights, duties, and responsibilities undertaken by an individual according to their position or status to achieve established goals. Furthermore, Nurcholis (2020: 73) states that a village head is the leader of village administration who holds the authority to regulate, manage, and take responsibility for governance, development, community development, and community empowerment within the village territory pursuant to statutory provisions.

From this definition, it can be concluded that a village head is a village administrative leader entrusted with the duty, authority, and responsibility to manage governance and direct development as well as community empowerment to achieve community welfare and realize good governance.

According to Mardiasmo (2019), good governance is a governance concept that emphasizes establishing sound management through transparency, participation, accountability, and *value for money* encompassing economy, efficiency, and effectiveness in managing public resources.

Based on this perspective, good governance is defined as governance conducted openly, involving public participation, accountable, and capable of managing resources economically, efficiently, and effectively to achieve optimal development goals and public service delivery.

The role of the village head serves as a key factor in realizing village governance oriented toward good governance principles. As the village administrative leader, the village head bears the responsibility to manage resources, execute development, provide public services, and ensure that every policy enacted yields tangible benefits for the community. Successfully achieving good governance at the village level relies heavily on the village head's ability to exercise leadership functions that are transparent, participatory, accountable, and oriented toward effective and efficient outcomes.

According to Mardiasmo (2019: 18), good governance can be realized through three main pillars: *"Transparency, participation, and accountability, supported by the implementation of value for money, which includes economic, efficiency, and effectiveness aspects."* Transparency relates to the openness of the village government in disclosing information to the public, enabling citizens to monitor governance. Participation reflects public involvement in planning, executing, and evaluating village development, whereas

accountability stresses the village government's ability to account for every policy and resource utilization. Meanwhile, *value for money* guides the village government to manage budgets and resources economically, appropriately, and in ways that deliver maximum benefits to the community.

Based on the explanation above, the role of the village head in administering good governance can be analyzed through the application of transparency, participation, accountability, and *value for money* within village administration. The more effectively a village head fulfills their role by disclosing information openly, engaging the public in decision-making, accounting for program execution, and managing resources economically, efficiently, and effectively, the higher the quality of good governance achieved. Therefore, Mardiasmo's good governance principles serve as the framework to evaluate and analyze the role of the village head in realizing good village governance.

C. RESEARCH METHODOLOGY

Research methodology is a crucial factor in conducting a study, as it basically provides a scientific approach to obtaining data for specific purposes and uses. This study employs a qualitative method aimed at understanding phenomena that do not require quantification.

The informants for this study consist of the Village Head, the Village Secretary, the Chairman of the Village Consultative Body (BPD), 5 Dusun (Hamlet) Heads, and 2 community leaders in Sukahurip Village, bringing the total number of informants to 10 people. Data collection techniques include literature study and field study. The data analysis technique uses qualitative analysis executed through three steps: data reduction, data display, and drawing conclusions.

D. RESULT AND DISCUSSION

The role of the village head as an innovator in implementing good governance is reflected in their ability to generate and develop ideas, strategies, and breakthroughs that enhance the quality of village governance. Such innovation can be achieved through the application of information technology, the simplification of public service procedures, the strengthening of community participation, and the more effective and efficient management of village resources. By delivering innovations tailored to community needs, the village head can drive the realization of a village government that is more transparent, accountable, responsive, and oriented toward enhancing public welfare in alignment with good governance principles.

The village head develops community empowerment programs according to local potential and community needs.

Based on interviews with the Village Head, Village Secretary, Village Consultative Body (BPD), Dusun (Hamlet) Heads, and community leaders, the development of community empowerment programs aligned with local potential and community needs has not yet functioned optimally. This shortfall is attributed to budget constraints, sub-optimal utilization of village potential, and uneven community participation in program execution. To address these obstacles, the village government continuously conducts potential mapping, establishes

program priority scales, enhances inter-agency coordination, and encourages community participation to render empowerment programs more effective.

Research findings indicate that developing community empowerment programs in accordance with local potential and community needs remains sub-optimal. This is evidenced by unexploited village potential, empowerment programs failing to reach all community segments, and budget limitations affecting activity execution.

Research results regarding the village head's development of community empowerment programs tailored to local potential and community needs show that implementation has not been optimal. This is demonstrated by persistent budget constraints, sub-optimal village potential utilization, and uneven community participation in empowerment initiatives. Consequently, there is a need for enhanced potential-based program planning, strengthened coordination among stakeholders, and more active community involvement so that empowerment programs can be executed effectively and in accordance with good governance principles.

These research findings diverge from the framework proposed by Taliziduhu Ndraha (2011), who asserts that community empowerment is a process of enhancing community capacity and self-reliance by developing existing potential according to local needs. The success of empowerment programs relies heavily on precise planning, resource availability, and active community participation. When these factors are not optimally fulfilled, program execution cannot yield the expected outcomes.

The village head utilizes information technology or social media to disseminate information to the public.

Based on interviews with the Village Head, Village Secretary, Village Consultative Body (BPD), Dusun Heads, and community leaders, the utilization of information technology or social media by the village head to disseminate information to the public has not operated optimally. This is caused by persistent internet access limitations in certain areas, uneven digital literacy among residents, and low active engagement on the village's official social media platforms. To overcome these barriers, the village government combines social media updates with direct outreach, public consultations, announcements via Dusun Heads, and expanded use of village communication channels to ensure information reaches all residents.

Research findings reveal that the village head's use of information technology or social media to communicate information to the public remains sub-optimal. This is reflected in residents not yet utilizing village social media as an information source, limited internet connectivity in certain locations, and the ongoing necessity of supplementing digital communications with direct meetings, verbal announcements, and coordination by Dusun Heads for even distribution.

Research results concerning the village head utilizing information technology or social media to deliver information to the public indicate sub-optimal execution. This is shown by restricted internet access in several areas, uneven technological proficiency among community members, and low engagement with village social media platforms. Therefore, improvements in supporting infrastructure, optimization of village media, and public digital literacy education are required to ensure information dissemination is more effective, equitable, and aligned with good governance principles.

These findings contrast with the perspective of Indrajit (2016: 42), who states that leveraging information technology in governance aims to improve communication effectiveness, information transparency, and public service quality. However, successful implementation is heavily dependent on technological infrastructure availability, internet accessibility, and the capacity of both the public and government officials to utilize information technology optimally.

The village head encourages new ideas from the community in formulating development and community empowerment programs.

Based on interviews with the Village Head, Village Secretary, Village Consultative Body (BPD), Dusun Heads, and community leaders, the village head's efforts to encourage new ideas from the community during the formulation of development and empowerment programs have not operated optimally. This is due to low public participation in sharing ideas, uneven attendance at consultative forums, and a lack of confidence among some residents to express their opinions. To address these challenges, the village government continues to enhance public outreach, expand aspiration-gathering efforts, increase discussion forums at the hamlet level, and motivate residents to participate more actively in program formulation.

Research findings demonstrate that the village head's encouragement of new community ideas during the planning of development and empowerment programs remains sub-optimal. This is evidenced by low public turnout at consultative forums, uneven submission of proposals across different community groups, and limited citizen involvement in offering ideas to inform development planning.

Research results regarding the village head fostering new ideas from the public during program formulation indicate sub-optimal execution. This is reflected in low community participation in sharing ideas, uneven engagement in consultative forums, and persistent passivity in offering proposals. Therefore, enhanced outreach, expanded channels for gathering community aspirations, and increased public motivation are necessary to empower residents to actively contribute ideas that serve as the foundation for development and empowerment programs consistent with good governance principles.

These findings diverge from the view of Suharto (2017), who argues that community empowerment positions citizens as subjects of development who are encouraged to actively participate in voicing ideas, needs, and solutions to their challenges. When community participation in offering ideas remains low, the program formulation process cannot fully reflect community needs.

E. CONCLUSION

Based on the research findings, the role of the Village Head as an innovator in implementing good governance in Sukahurip Village, Pangandaran District, Pangandaran Regency has been executed through various reform efforts in village governance. This is evidenced by the adoption of technology-based administration, the utilization of village information channels, the development of community empowerment programs, and ongoing efforts to create public services that are more effective, transparent, and easily accessible to the public. This role aligns with the view of Siagian (2018), who argues that leaders are

required to generate new ideas, drive change, and develop improved work systems to achieve organizational goals.

However, the Village Head's role as an innovator has not been fully optimal due to several persistent obstacles. These include budget constraints in developing village innovations, sub-optimal utilization of local potential, limited internet access alongside low technological proficiency among both residents and village staff, and uneven community participation in offering ideas and supporting innovative village programs.

The measures undertaken by the Village Head include expanding the use of information technology in administrative services, widening public participation channels through consultative meetings and aspiration-gathering forums, developing empowerment programs tailored to village potential, enhancing village staff capacity through training, and strengthening partnerships with external stakeholders. Through these efforts, the Village Head strives to foster innovations capable of supporting an effective, transparent, accountable, and participatory village government in accordance with good governance principles.

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