

# IMPLEMENTATION OF CONTINUOUS IMPROVEMENT IN GOVERNANCE PUBLIC ADMINISTRATION: A STUDY OF THE BOJONG VILLAGE GOVERNMENT BUNGBULANG DISTRICT, GARUT REGENCY

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## Abstract

Village government administration plays a strategic role in the delivery of effective, transparent, and accountable public services. However, in practice, various problems remain, such as suboptimal administrative procedures, limited human resources, and weak service evaluation mechanisms. Therefore, a continuous improvement approach is needed as an effort to continuously improve public administration governance at the village level. This study aims to analyze the implementation of continuous improvement in public administration governance in the Bojong Village Government, Bungbulang District, Garut Regency, and to identify its impact, supporting factors, and inhibiting factors. This research uses a qualitative descriptive approach with a case study method. The research location is the Bojong Village Government, Bungbulang District, Garut Regency. Data collection techniques were conducted through in-depth interviews, observation, and documentation, with key informants including the village head, village officials, the Village Consultative Body (BPD), and the community. The results indicate that continuous improvement has been implemented gradually and contextually, although it has not been systematically documented. The implementation of continuous improvement through the Plan Do Check Act (PDCA) cycle has had a positive impact on the effectiveness of administrative services, increased transparency and accountability, community satisfaction, and the performance of village officials. Key supporting factors include village head leadership, official competence, information technology support, and community participation. However, inhibiting factors include limited human resources, facilities and infrastructure, bureaucratic work culture, and limited village budgets. This research suggests that continuous improvement can be a strategic approach to strengthening village public administration governance, necessitating ongoing commitment from village governments and support from local governments to improve the quality of public services.

**Keywords:** Bureaucratic Reform, Continuous Improvement, Public Administration Governance, Public Services.

## A. INTRODUCTION

Village governments hold a strategic position as the frontline government unit interacting directly with the community in the implementation of public administration. Villages are responsible for providing a variety of basic administrative services, from population services and correspondence management to village financial administration, to the implementation of development and community empowerment. Therefore, the quality of public administration

at the village level is a crucial factor in determining the effectiveness of government administration and building public trust in government institutions.

In line with the public administration reform agenda, village governments are required to implement the principles of good governance, encompassing transparency, accountability, community participation, effectiveness, and efficiency of services. However, in practice, village government administration in various regions still faces various obstacles, both structural and cultural. Common problems include limited human resource capacity among village officials, suboptimal use of information technology, incompletely standardized service procedures, and weak administrative performance evaluation mechanisms. Recent evidence on village-level service transformation in the digital era indicates that gaps in capacity and institutional readiness remain central barriers to improving service performance (Anggraeni et al., 2025).

These various obstacles contribute to the suboptimal quality of public services, low levels of administrative transparency, and suboptimal accountability in village government administration. This situation demonstrates that improving administrative governance cannot be done incidentally, but rather requires a systematic approach oriented towards continuous improvement.

The concept of continuous improvement emphasizes the importance of continuously improving the quality of work processes through the stages of planning, implementation, control, and improvement. In the public sector, this approach is widely applied through the Plan Do Check Act (PDCA) model, Kaizen, and public service performance evaluation systems. The application of continuous improvement is considered relevant in governance because it can foster an adaptive, innovative work culture oriented towards improving the quality of public services.

Several empirical studies have shown that the application of continuous improvement principles in public administration contributes positively to increasing bureaucratic effectiveness, the quality of public services, and strengthening village governance. However, the implementation of this concept at the village government level still faces various limitations, including regulatory aspects, apparatus capacity, budget availability, and support from administrative systems and information technology. For instance, evidence from village administrative digitalization shows that improvements in service speed and transparency can occur, but infrastructure constraints and the digital capacity of both officials and residents frequently limit the realized benefits (Ariwibowo et al., 2025).

Empirically, the Bojong Village Government, Bungbulang District, Garut Regency, as part of the village government in rural areas, also faces the demand to improve the quality of public administration governance. The dynamics of changing village regulations, the increasing need for public services, and the push for digitalization of administration demand continuous improvement of the administrative system. Although several improvement efforts have been made, the consistency and effectiveness of the implementation of administrative improvements still require more in-depth study and evaluation. Findings from Garut-based village governance research similarly highlight that digital transformation is shaped not only by technical factors, but also by organizational readiness, human resource capability, and the sustainability of enabling support systems (Geohansa et al., 2025).

Based on these conditions, research on the implementation of continuous improvement in public administration governance at the Bojong Village Government, Bungbulang District, Garut Regency, is crucial. This research is expected to provide an empirical overview of the improvement implementation patterns. In addition, recent work on digital public participation suggests that strengthening participatory mechanisms through digital channels can reinforce

responsiveness and governance quality an aspect that can be aligned with continuous improvement logics in village administration (Astawa et al., 2026).

## B. LITERATURE REVIEW

Public administration is the process of managing resources and organizing government activities carried out by state officials to implement public policies and provide services to the public. Denhardt and Denhardt (2015) explain that public administration is not solely oriented toward bureaucratic efficiency but also emphasizes the values of democracy, accountability, transparency, and the public interest. In the context of village government, public administration encompasses the entire range of government activities, from planning, organizing, implementing, and supervising village administrative services, including population services, village financial management, and development administration and community empowerment.

Quality public administration requires the application of the principles of good governance. This concept emphasizes the importance of synergy between the government, the community, and other sectors in creating a transparent and accountable government. The United Nations Development Programme (UNDP) has formulated principles of good governance, encompassing participation, transparency, accountability, effectiveness and efficiency, legal certainty, responsiveness, and justice. Several studies, such as those conducted by Nasir (2025) and Rahman et al. (2025) demonstrated that the implementation of good governance principles at the village level has a positive impact on improving the quality of administrative services and public trust in the village government.

Village administrative governance is essentially an administrative management mechanism implemented systematically, structured, and oriented toward public service. Law Number 6 of 2014 concerning Villages grants villages broad authority in managing government and development affairs, but also demands accountability, transparency, and continuous efforts to improve performance. Pasaribu (2023) emphasized that one of the main weaknesses of village governance lies in the suboptimal system for evaluating and continuously improving administrative processes.

To improve the quality of governance, the concept of continuous improvement is a relevant approach. Continuous improvement is a management approach that emphasizes continuous improvement of work processes, systems, and organizational performance. Imai, through the concept of Kaizen, explains that improvements do not always have to be large-scale and radical, but can be achieved through small changes implemented consistently and sustainably. In the public sector, this approach is aimed at improving service quality, enhancing bureaucratic performance, and increasing public satisfaction as service users.

The implementation of continuous improvement is based on several key principles, one of which is the Plan–Do–Check–Act (PDCA) cycle, which is used as a tool for planning, implementing, monitoring, and following up on public policy. Naufal and Putra (2025) explain that the PDCA model is effective in public services because it allows government organizations to continuously evaluate each stage of the work process. Furthermore, the Kaizen principle emphasizes the involvement of all staff in the improvement process, while a data-driven and evaluation-driven approach encourages more objective and measurable decision-making.

In public sector practice, the implementation of continuous improvement often faces challenges such as a rigid bureaucratic culture, limited human resources, and resistance to change. Nevertheless, various studies have shown that the implementation of regular evaluations, the PDCA cycle, and improvements to work procedures can significantly improve the quality of public services. Ahad and Barsei (2023) stated that a culture of

continuous improvement integrated into government systems can strengthen bureaucratic performance and encourage more adaptive governance.

The relationship between continuous improvement and public service quality is evident in its ability to simplify administrative procedures, accelerate service times, and minimize administrative errors. Rojak and Santosa (2025) revealed that continuous evaluation of service processes can increase public satisfaction levels while improving the effectiveness of public service delivery. Thus, the continuous improvement approach focuses not only on the final service outcome but also on the quality of the processes implemented.

In addition to improving service quality, the implementation of continuous improvement also contributes to bureaucratic efficiency and effectiveness. Efficiency is realized through reducing service time, costs, and procedures, while effectiveness is reflected in the achievement of public service objectives in accordance with established standards. This approach also encourages bureaucratic innovation, particularly through the use of information technology and streamlined work processes, which is particularly relevant for village governments with limited resources.

Some best practices for implementing continuous improvement in village government include conducting regular evaluations of administrative services, developing digital-based services, continuously increasing the capacity of village officials, and involving the community in providing feedback on service quality. These practices demonstrate that improving village administration depends not only on formal policies but also on the organization's commitment to building a culture of continuous learning and evaluation.

Previous research generally emphasizes the importance of implementing good governance principles in village administration services, as proposed by Nasir (2025), the effectiveness of the PDCA cycle in digital-based public services by Naufal and Putra (2025), and the urgency of village administration reform through continuous evaluation, as explained by Alkadafi (2023). However, most of these studies still position continuous improvement as part of general administrative reform and have not specifically examined it as a primary approach to village government administration.

The similarity between this research and previous studies lies in the focus of the study on public administration and village government, as well as efforts to improve the quality of governance and public services. The difference lies in this research's emphasis on the implementation of continuous improvement as the primary analytical framework, and the selection of the study location, the Bojong Village Government, Bungbulang District, Garut Regency, which has not received much academic research to date.

Based on this review, a research gap can be identified: the limited number of studies that systematically discuss how continuous improvement is applied in village administration, particularly in villages in Garut Regency. Therefore, this research focuses on examining the implementation of continuous improvement in village public administration to strengthen the quality of governance.

This research framework is based on the assumption that village government policies will influence the administrative processes carried out. Administrative processes managed through a continuous improvement approach, such as the implementation of PDCA, performance evaluation, and continuous improvement, will subsequently impact the quality of public administration governance. This quality of governance is reflected in increased efficiency, effectiveness, transparency, and accountability in village governance.

### **C. RESEARCH METHODOLOGY**

This research uses a qualitative approach with a descriptive approach. The qualitative approach was chosen because the research focuses on a deeper understanding of the process,

meaning, and dynamics of continuous improvement implementation in public administration governance within village government. Through this approach, researchers seek to comprehensively explore social phenomena based on the realities of the situation on the ground, rather than simply measuring the relationships between variables quantitatively.

The research method used is a case study, given that this research focuses on one specific research object: the Bojong Village Government, Bungbulang District, Garut Regency. The use of a case study allows researchers to in-depth examine village administration practices, the continuous improvement patterns implemented, and the internal and external factors influencing the success or obstacles of continuous improvement implementation in public administration governance.

The research location was selected at the Bojong Village Government, located in Bungbulang District, Garut Regency. This location was chosen based on the consideration that villages are government units that directly deal with public administrative services and have administrative management dynamics relevant to study from a continuous improvement perspective. Furthermore, there are efforts to improve village administrative governance that are interesting for academic analysis. The research was conducted over a period tailored to the research needs, from the preparation stage and field data collection to the analysis and preparation of the research report.

Research informants were selected using purposive sampling, based on their involvement and knowledge of the research focus. Key informants included the Bojong Village Head as the policymaker and person in charge of village governance, village officials directly involved in the implementation of administration and public services, the Village Consultative Body as the oversight body, and the village community as the recipients of public administration services. The purpose of this informant selection was to obtain diverse and in-depth data on continuous improvement practices in village administration.

Data collection utilized several techniques to obtain comprehensive information. In-depth interviews were used to explore informants' perspectives, experiences, and understanding regarding village administration processes, the implementation of continuous improvement, and the various obstacles encountered. Observations involved directly observing administrative activities and public services at the village office to understand actual practices in the field. Furthermore, documentation was used as a supporting data source through a review of official village documents, such as village regulations, activity reports, administrative archives, and public service data.

The data analysis in this study used the interactive analysis model proposed by Miles and Huberman. The first stage is data reduction, which is the process of sorting, focusing, and simplifying the raw data obtained to ensure its relevance to the research focus. The next stage is data presentation in the form of narrative descriptions, tables, or charts to facilitate understanding of the relationships between concepts. The final stage is drawing conclusions, which are carried out gradually throughout the research process, accompanied by continuous verification of the research findings.

To ensure data validity, this study employed several credibility testing techniques. Source triangulation was conducted by comparing information obtained from various informants, such as the village head, village officials, the Village Consultative Body (BPD), and community members. Technical triangulation was conducted by comparing the results of interviews, observations, and documentation to ensure data consistency. Furthermore, member checking was conducted by reconfirming the research findings with informants to ensure the researcher's interpretations align with actual conditions in the field.

## **D. RESULT AND DISCUSSION**

The Bojong Village Government is a village government organization led by the Village Head, who holds the highest authority in governance. In carrying out his duties and functions, the Village Head is assisted by village officials consisting of the Village Secretary, Head of Affairs, Head of Sections, and Head of Hamlet. In addition, there is a Village Consultative Body (BPD) that acts as an oversight body and channeling community aspirations. This organizational structure serves as the basis for implementing government administration and public services in Bojong Village.

Based on field observations and interviews with village officials, the administrative conditions of the Bojong Village Government have generally been running in accordance with statutory provisions. Village administration encompasses general administration, population administration, finance, and village development. However, several obstacles remain in its implementation, such as limited human resources, a suboptimal administrative documentation system, and the need to update service procedures for greater effectiveness and efficiency.

The village administrative service system is implemented directly at the village office, involving officials according to their respective areas of responsibility. The types of services provided include processing certificates, population administration, and other administrative services. Although services have been running routinely, observations indicate a need for continuous improvement to enhance the quality of service to the community.

The implementation of continuous improvement in Bojong Village began with an administrative improvement planning process. The planning stage was conducted through internal village officials' deliberations and evaluation of ongoing services. The Village Head played a crucial role in identifying administrative issues and determining corrective measures, both formal and informal. This process mirrors the Plan stage in the PDCA cycle.

The implementation phase of improvements involved streamlining service procedures, adjusting workflows, and establishing a clearer division of tasks among village officials. Some of the innovations implemented included improving administrative order, using simple technology for data collection, and improving public service mechanisms. These efforts demonstrate the implementation of the "Do" stage of the PDCA cycle.

Evaluations of administrative service implementation are conducted periodically through village official meetings and through input from the community. The evaluation results are then used as the basis for further improvements to services deemed suboptimal. This evaluation and follow-up process illustrates the "Check" and "Act" stages of the PDCA cycle, although it has not yet been fully documented systematically.

Overall, the implementation of continuous improvement in the Bojong Village Government has demonstrated the practice of continuous improvement through the PDCA cycle. Improvements are implemented in stages according to conditions, resource capabilities, and village needs. Although still rudimentary, this approach has become part of efforts to improve village administrative governance.

The implementation of continuous improvement has had a positive impact on the effectiveness of administrative services. Service processes have become more orderly, service flows have become clearer, and administrative processing times have been relatively quicker than before. This has helped reduce public complaints about village services.

Furthermore, administrative improvements also contributed to increased transparency and accountability in village government, particularly in the management of financial administration and public services. Service information began to be communicated more openly, providing the public with better access to village administrative information.

Interviews with the community indicated increased satisfaction with village administrative services. Services perceived as more responsive, orderly, and easy to

understand led to positive perceptions of the performance of village officials. This indicates that the ongoing improvements made had a tangible impact on service recipients.

The implementation of continuous improvement also resulted in improved performance of village officials. Officials demonstrated increased discipline, work responsibility, and understanding of administrative duties and functions. Regular evaluation processes encouraged officials to work more optimally and be open to change.

The successful implementation of continuous improvement in Bojong Village was supported by several factors, including the leadership of the Village Head, who demonstrated a strong commitment to improving public services; the continued development of village officials' competencies through work experience; limited support from information technology; and community participation in providing input and criticism on village administrative services.

However, this study also identified several factors hindering the implementation of continuous improvement. Limited human resources, both in terms of quantity and technical skills, remain a major obstacle. Furthermore, limited facilities and infrastructure, a bureaucratic work culture that tends to maintain outdated patterns, and limited village budgets also limit the scope for innovation in administrative services.

The results of this study indicate that the implementation of continuous improvement in the Bojong Village Government aligns with the theory of continuous improvement (Kaizen) and the PDCA cycle, although its application remains contextual and simplistic. These findings reinforce the view that a continuous improvement approach can be applied in the public sector, including at the village government level, given its limited resources.

The findings also align with previous research that suggests that evaluation and continuous improvement can improve the quality of public administration services. The difference lies in the focus of this study, which specifically positions continuous improvement as the primary approach in village government administration, rather than merely as part of general administrative reform.

The implications of this study indicate that continuous improvement can be used as a strategic approach to strengthening village public administration governance. Village governments need to build a culture of evaluation, innovation, and continuous learning to ensure more effective, transparent, and accountable public services in accordance with the principles of good governance.

## **E. CONCLUSION**

Based on the research and discussion on the implementation of continuous improvement in public administration governance in the Bojong Village Government, Bungbulang District, Garut Regency, it can be concluded that continuous improvement practices have been implemented, although not yet formally and structured. Efforts to improve administration are evident through the planning process, the implementation of updated work procedures, and the gradual evaluation of administrative services carried out by the village government according to needs and capabilities.

The Plan-Do-Check-Act (PDCA) cycle has been implicitly implemented in village administration. The planning stage involves identifying administrative problems and public service needs. The implementation stage is realized through adjustments to procedures and the division of village apparatus tasks. The evaluation stage is conducted through internal meetings and community input. The follow-up stage is realized through continuous improvements in administrative services.

The implementation of continuous improvement has had a positive impact on public administration governance in Bojong Village. These impacts include increased effectiveness

of administrative services, improved transparency and accountability of village government, increased public satisfaction with public services, and improved performance of village apparatus in carrying out administrative duties and responsibilities.

The successful implementation of continuous improvement in Bojong Village was influenced by several supporting factors, such as the village head's leadership, who is committed to improving service quality, the continuously developing competency of village officials, support for the use of information technology, although still limited, and community participation in providing input on public services. On the other hand, this study also identified inhibiting factors, including limited human resources, limited supporting facilities and infrastructure, a persistent bureaucratic work culture, and limited village budgets that limit the scope for administrative innovation.

Based on these findings, it can be concluded that continuous improvement is a relevant, realistic, and applicable approach to improving the quality of public administration governance at the village government level. This approach can foster a culture of evaluation and continuous improvement oriented towards enhancing the quality of service to the community.

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