

The Dynamics of Good Governance Implementation in WAE RI'I District, Manggarai, Indonesia

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ABSTRACT : Since reform began in Indonesia, good governance has become a reference for the government in running the government, including in Wae Ri'i District, Manggarai Regency, East Nusa Tenggara (NTT). The problem in this study is how are the dynamics and constraints faced by the sub-district head in realizing good governance in Wae Ri'i District, Manggarai Regency? The purpose of this research related to scientific development is to contribute to good governance-based governance, especially in the Eastern Indonesia region, which is still faced with limited infrastructure. This study uses a qualitative descriptive approach, the data sources are primary and secondary data. Collecting data through observation, interviews, and documentation studies. The research location is in Wae Ri'i District, Manggarai Regency, East Nusa Tenggara (NTT), taking into account the phenomena that occur such as non-transparent service times and limited infrastructure. Triangulation is used to test the validity of the data, namely the persistence of observations, and triangulation of sources. The stages in data analysis consist of data reduction, data presentation, and data validation. The results of this study indicate that the dynamics of the Camat's role in realizing good governance in Wae Ri'i District, Manggarai Regency has been well implemented and in accordance with the principles of good governance.

KEYWORDS: *Good governance; community participation, legal certainty; transparency; effectiveness; justice;*

I. PRELIMINARY

Good governance is interpreted as good governance, the term is increasingly known in the reform era. The emergence of demands for the domination of the president as a center of power and blockage of social control from the community side. The government has a commitment to make good governance the foundation for administering government and preventing corruption, collusion and nepotism (reform, abbreviated as KKN) so as to create a clean government and be able to provide good public services according to the expectations of the community (Widhiasthini et.al., 2021); (Ratnawati & Subawa, 2021).

Good governance is the implementation of solid and responsible, transparent, responsive, efficient and effective state administration covering the state administration system. Efforts to make it happen are also efforts to improve the country's administrative system as a whole (Widhiasthini et.al., 2019). In order for it to be realized, and to run well, it requires the commitment and involvement of all parties, both the government apparatus and the community. Demand good coordination, integrity, professionalism as well as a high work ethic and immorality. The application of the principles of good governance in the administration of government power is a challenge in itself. A good governance system requires participation, which gives space for the involvement of all institutions in making public decisions. This is the basis of legitimacy in the system of democracy, in which the government is fully implemented for the welfare and prosperity of the people, from the people, by the people and for the people (Astika & Sri Subawa, 2021); (Widhiasthini, 2022).

Ademocratic government will certainly give priority to the interests of the people, so that in an ideocratic government the provision of public needs and services is the thing that is most prioritized and is the main characteristic of good governance. Good governance is characterized by the existence of an i-process that involves all elements in i-government that can synergize, do not clash with each other and gain support from the people. The practice of administering government by prioritizing the principles of good governance has become a best practice in Indonesia, at all levels of government. Especially since the enactment of Law of the Republic of Indonesia No. 23 of 2014 concerning Regional Government. Including at the District level. In Article 224 it is explained that the district is led by a District Head, who is called "Camat". The sub-district head is appointed by the Regent/I-Mayor on the recommendation of the District/City Regional Secretary from Indonesian Civil Servants who comply with the signal. The sub-district head receives the delegation of authority as the government's authority from the regent/mayor in carrying out his duties (Widhiasthini, 2020); (Ojasalo & Kauppinen, 2022).

Based on the general provisions of the Republic of Indonesia Government Regulation Number 17 of the year 2018 concerning sub-districts, it is stated that in the system of administering the administration of the State of the Unitary Republic of Indonesia, the position of the Sub-District has the position of being the regional apparatus of the regency/city district as well as the administrator of general administration affairs. The sub-district head carries out some of the powers of the regent/mayor of the city that has been delegated to him and is the organizer of general administration affairs. In a tiered manner, the sub-district heads carry out the duties of the central government in their respective regions. The sub-district has very strategic roles in terms of duties and functions, organization, human resources, and financing sources. So there is a need for separate regulations to regulate the administration of governance in sub-districts. The delegation of some of the authority of the district head/mayor to the sub-district head is carried out in order to make the administration of regional administration more effective and to optimize public services in the sub-districts. In its function as a regional apparatus that directly deals with the community.

This also applies to Wae Ri'i District as one of the sub-districts located in Manggarai Regency, East Nusa Tenggara Province (NTT). The stereotype of the lack of infrastructure and the quality of available human resources in governance is a challenge for the Camat Wae Ri'i to realize good governance. The regional aspect consists of 17 (seventeen) villages with a total population of 130,472 inhabitants. The preliminary study shows that the District Government of Wae Ri'i in governance and public services is still not optimal. This is indicated by the fact that there are various complaints from the community, such as the lack of transparency regarding issues of service time, costs, enforcement of employee discipline and service discrimination. In addition, the limited infrastructure facilities are not yet optimal, such as road access to the sub-district government. Meanwhile, the number of people accessing services at the sub-district office is quite high. Based on the social phenomenon that occurred, it was deemed necessary to conduct research on the topic of the dynamics of the sub-district head's role in realizing good governance in Wae District, Ri'i District, Manggarai District.

The formulation of the problem in this study is, what's the dynamics of the role of the sub-district head in realizing good governance in Wae Ri'i District, Manggarai Regency? and what are the obstacles faced by the sub-district head in realizing good governance in Wae Ri'i District Manggarai District? The aim of this research is to find out the dynamics of the role of the sub-district head in realizing good governance as well as identifying the obstacles they face in realizing good governance in Wae District, Ri'i District, Manggarai Regency. Regarding scientific development, this research is expected to contribute to the implementation of good governance-based governance in Indonesia, especially in the Eastern Indonesia region, which is still faced with limited infrastructure.

II. RESEARCH METHODOLOGY

This research is qualitative research, with a descriptive research format that emphasizes the natural characteristics and the non-existence of phenomena that occur in the field. This research was conducted in Wae Ri'i District, Manggarai Regency, taking into account phenomena that occur such as non-transparent service times, service costs, employee discipline enforcement, service discrimination, and limited infrastructure. Sources of data in this study consisted of primary data, which was obtained directly at the research location such as the results of interviews and secondary data as supporting data. The types of data include qualitative and quantitative data. The determination of research informants was carried out purposively, the researchers themselves determined the criteria for a person/group of people as informants, namely based on their expertise, expertise and competence on the research topic. There were ten research informants consisting of sub-district heads, sub-district secretaries, heads of sub-divisions, general functions, village secretaries and community leaders. The data analysis technique consists of the stages of data collection, data reduction, data presentation, drawing conclusions and data presentation. Checking the validity of the data is done by triangulating sources which is done by checking the data that has been obtained through several sources.

III. RESULTS AND DISCUSSION

The discussion of research results related to the dynamics and obstacles faced by the sub-district head in realizing good governance in Wae Ri'i Village can be described through nine indicators of good governance as follows: Participation, in observing the dynamics of community participation, the informant of the Wae Ri'i Sub-district Head stated that governance in accordance with the rules that have been agreed upon, is actually a form of cooperation between government and society. Meanwhile, the method used by the government to increase community participation is directly carried out through mutual cooperation activities. So that the community can take part in development.

This was confirmed by the informant secretary of the district head, who argued as follows; "To attract community participation, we have involved from the deliberation stage of the development plan at the sub-district level, we have included activities that lead to community involvement. Like opening a new road, the sub-district asked all village heads to carry out labour-intensive self-management. The results of the researchers' observations show that by being directly involved, the government has actually succeeded in promoting community participation in accordance with existing regulations. Especially by looking at the geographical

structure of the sub-district which is hilly and surrounded by forest, community involvement is very appropriate. As a party who knows the situation of his territory.

Community informants really felt the Camat's efforts to always involve the community to participate directly in various government projects. While the obstacles encountered were the lack of flexibility in the use of the budget in involving community participation, moreover the authority of the sub-district was only coordinative. Participation is demonstrated by giving opportunities to members of the organization/subordinates to participate in setting goals, making decisions and discussing policies that will be implemented in the future. Good governance requires good cooperation between the government and the community so that it can support the realization of good governance (Migchelbrink & Steven, 2022).

Based on the results of these interviews, the writer can analyse that the community always participates in the development process and government activities in the Wae Rii Manggarai sub-district. Cooperation between the sub-district government and the community is very important in supporting the realization of good governance.

Legal Certainty

Legal certainty is interpreted as a guarantee for legal certainty in the practice of administering government and realizing government programs (Eriksen, 2022). Related to this, informants from the sub-district secretary emphasized that the sub-district head really implemented the existing regulations. As in establishing a development plan, it always begins with deliberations from the sub-village level, then the village level, and then the sub-district level. The aim is to accommodate the aspirations of the community according to their situation and needs. This is done in order to realize existing regulations, which stipulate that all development activities carried out must be preceded by deliberations involving the community. Governance that upholds legal regulations, the concrete manifestation of this principle includes efforts to resolve cases of Corruption, Collusion, Nepotism and Human Rights-violations, increaseHAM awareness, increase legal awareness, as well as develop a legal culture. These efforts are carried out by using rules and procedures that are open and clear and are not subject to political manipulation. Based on the results of these interviews, the writer can analyse that the Wae Ri'i sub-district head in the activities of administering government and providing services to the community has complied with the established procedures and regulations. The duties and functions of the sub-district head of Wae Ri'i are in accordance with the applicable legal regulations (Ungerer, 2021).

Transparency, in realizing transparency, informants from village officials as part of the leadership of the Wai Ri Sub-District Head, I have the following opinion: "In my opinion, the Wae Rii Sub-District Head has been very open in government administration activities and also services to the community. Every time there is information from the district or from the center it is always disseminated. Then asked us to pass it on to the ranks in the village, sub-village and community. There is no cost for important information such as administrative arrangements, making ID cards, and this must be known to all people. In line with this opinion, informants from community leaders stated that so far the sub-district head had been open in providing services to the community, information was conveyed directly either through outreach, announcements, or through information boards in front of the village office regarding service times, service fees, etc. The researcher's observations show that a commitment to transparency is very important, to give a positive image to the bureaucracy.

Transparency

Transparency is a principle that guarantees access or freedom for everyone to obtain information about governance, namely information about policies the process of making and its implementation as well as the results that are achieved.

Transparency is the existence of an open policy for supervision. informationopenness is expected to result in healthy political competition, intolerant, and policies made based on public preferences (Weikmans & Gupta (2021). Based on the results of interviews with the above, it can be analysed that, the dynamics of the role of the sub-district head is related to transparency in Wae Ri'i sub-district in community service activities, has been very open to government and has whether it's timeliness of service, service fees, service procedures, and other government activities.

Responsiveness

Responsiveness, this responsiveness indicator is conveyed directly by the district head as follows; "At the end of every year we evaluate what the community expects from the sub-district service, and also at the village level. People usually don't want things that are convoluted or too procedural, so we usually look at the substance. What matters are taken care of, if possible simplified processes that are not important, so that people are satisfied with the services provided. The same thing was conveyed by the informant secretary of the sub-district head, and several functional officers on duty in Wae Ri'i District. Informants from community leaders

confirmed that the sub-district head routinely conducts dialogue with the community, to fulfil people's expectations of getting service quickly. The responsiveness of the sub-district head, according to the results of the researchers' observations, is also very visible from the speed in responding to changes in regulations set by the government above it. A good government must have the characteristic of being quick to respond to every problem that occurs and not giving priority to personal and group interests by ignoring national interests for personal interests (Brause & Kinski, 2022). I

Based on the results of these interviews, the writer can analyse that the sub-district head in responding to community complaints has been very good. Every time there are complaints from the community, the "Camat" Wae Ri'i always directs his subordinates to immediately evaluate what the community's expectations and needs are.

Consensus-Oriented

Consensus-oriented, requires that an ideal government prioritizes neutrality, acts as a mediator between different interests (Raadschelders & Chitiga (2021). The informant secretary of the sub-district head and the head of the planning and finance sub-division gave their view that; to emphasize the consensus aspect, they drew up an agreement between the sub-district government, villages and communities through official forums. National development planning must grow from the bottom, in accordance with the situation of the local community, but must be compatible with the government's financial capabilities and programs. Good government administration puts itself forward as a mediator for various different interests to achieve consensus or agreement it is best for the interests of each party.

Justice

Shows the government's efforts to provide services with the same standard to fulfil people's rights in the life of the nation and state (Banks, 2022). Statements from informants from the general functional elements of Wae Ri'i District regarding the side of justice shown by the Camat in the activities of administering government and serving the community, as follows; "The government has implemented justice for the community, regardless of class, social status and ethnicity, all are served according to service procedures and do not make it difficult for people who need services. Because it is realized that this is the duty and function of the government as a service provider. Informants from two community leaders added that the District Head of Wae Rii really applies the side of justice in providing services to the community, such as in administration, social assistance which is directly distributed to people in need. The researchers' observations show that there is an application of the same service standards for all levels of society in accordance with existing SOPs. Related to indicators of good governance, especially on the side of justice, an ideal government also gives equal opportunities to men and women in their efforts to improve and maintain the quality of their lives. Does not discriminate in serving the community, regardless of social status, ethnicity, race and religion (Fatti & Patel, 2022). Based on the results of interviews, observations and scrutiny of existing documents, it shows that the District Head of Wae Ri'i in administering government and serving the community applies justice.

Effectiveness

The discussion regarding effectiveness is closely related to efficiency, namely the level of success in achieving the goals that have been set (Pirozzi & Bonomi (2022). Statement of the informant from the Secretary of the Sub-district Head regarding indicators of efficiency and effectiveness that: "The Head of the Sub-District in providing services and also in carrying out government activities has effective, truly in accordance with service procedures, prioritizing established regulations, accuracy in using the budget which always begins with directions for adjusting budget use down to the village level. The same thing was confirmed by another informant from the Head of Planning and Finance Subdivision.

Good governance will materialize if the government is able to guarantee the implementation of good services to the community by using available resources optimally and responsibly (Lavenex & Križić, 2022). The results of interviews, observation and scrutiny of documents, analysis show that the implementation of governance and services to the community is running effectively and efficiently.

Accountability

Closely related to the ability to explain the decisions made and the activities carried out in the leadership of the Wai Ri'i sub-district head. Informants from the district side were of the opinion that the Wae Ri'i sub-district head was always responsible for all activities carried out, both at the sub-district and village levels. The ideal implementation of good government prioritizes the responsibilities of government agencies and their officials in carrying out the powers that are given according to their main duties and functions (Witvliet, et.al., 2022); (Fazekas & Czibik, 2021).

Likewise, with the policies, programs, and activities that they carry out, they can be held accountable. Based on the description of the results of the interview, the writer can analyse that the Camat of Wae Ri'i is responsible for the activities of administering government and providing services to the community, which is very good. As for the strategic vision side, based on the observations of researchers it shows that the vision and mission at the sub-district level refers to the vision and mission of the district government. Good governance will have a strategic vision, i.e. that leaders and the people must have a broad and far-reaching perspective on good governance, an understanding of the complexities of welfare, culture, and social life which are the foundations of that perspective, and sensitivity to anything and everything needed to realize this development (Witvliet et.al., 2022). Based on the description of the results of the interviews, the analysis shows that the District Head of Wae Ri'i Manggarai in the activities of administering government and providing services to the community has a very good strategic vision.

This research also succeeded in revealing the existence of internal and external factors that influence the success of implementing good government. Internal factors include human resource factors, motivation, responsibility. While external factors include technology, organizational culture and infrastructure. Human resource as potential that is owned by every person as a social being has reason, feeling, skill, knowledge and creativity. Motivation will affect work situations, work relations, work facilities, work climate, leadership policies, leadership and work patterns and work conditions. Meanwhile, responsibility is related to someone's awareness in carrying out activities and being willing to take risks as a result of actions. External factors such as technology are tools to support human activities, both activities within the scope of government and in the real life of society (Subawa et.al., 2022).

IV. CONCLUSION

This study concluded that the sub-district head of Wae Ri;i has been able to implement and realize good governance through the principles of good governance including: participation, rule of law, transparency, responsiveness, consensus-oriented, fairness, efficiency and effectiveness, accountability and strategic vision. While the factors that influence the dynamics of the role of the Head of District in realizing good governance include excellent human resources, motivation, and accountability. There needs to be an increase in responsiveness aspects in realizing infrastructure development and implementing a strategic vision in efforts to improve services and also development in the sub-district area. So that the public knows the main goals of the government in government administration activities, be it services, development, and other government activities.

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