

THE IMPLEMENTATION OF DECISION-MAKING PROCESSES IN THE GOVERNMENT OF GUWOSARI VILLAGE, YOGYAKARTA PROVINCE.

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ABSTRACT

The decision-making process in village governance plays a crucial role in realizing good governance and enhancing community participation in village development. The Government of Guwosari Village represents one example of a village that seeks to implement these principles in its daily governance practices. This study aims to analyze the implementation of the decision-making process in the Government of Guwosari Village. This research employs a descriptive qualitative approach. The research informants consist of village officials, community leaders, and members of the general public. Data were collected through interviews and document analysis, particularly the official website of the Guwosari Village Government, and were analyzed using descriptive qualitative analysis. The results indicate that: (1) the decision-making process in Guwosari Village reflects an open, visionary, and participatory leadership pattern; (2) deliberative mechanisms are conducted in stages, from the hamlet level to the village level, actively involving the community; and (3) the village government applies the principles of transparency and accountability by providing channels for complaints and the expression of public aspirations, both directly and online. These findings demonstrate that the Government of Guwosari Village has implemented the principles of good governance, and that a responsive and open decision-making system can serve as a model for other village governments in formulating policies that are widely accepted by the community.

INTRODUCTION

The Village Government plays a highly strategic role in supporting regional development and progress (Asep Jamaludin et al., 2024). Following the end of the New Order era, Indonesia underwent a major transformation in its system of governance, particularly in decision-making processes. What was once a centralized decision-making system has shifted toward a decentralized one. This transformation granted broader authority to regional governments and their subordinate administrative units. Consequently, the village government also gained extensive authority to actively participate in

local development. Currently, village governments receive village funds allocated by the central government (Yunus, 2022).

The authority and responsibilities of village governments are not simple. However, these changes have expanded their role and accelerated local development initiatives (Adiwilaga, R., & Millah, 2023). With substantial funding, development has become more equitable and beneficial for improving the welfare of rural communities. This includes both physical and non-physical development, as well as various community-based participatory programs. Nonetheless, such authority does not imply that village governments have absolute freedom.

In practice, the village government must always consider the alignment of its policies with those of higher administrative levels namely, regional and central governments so that policies and development programs remain synchronized (Yunus, 2022). When coordination between levels of government is weak, development implementation becomes ineffective and inefficient. Moreover, village governance cannot be separated from communication processes with the community. The village government serves as the frontline institution in providing public services and acts as a bridge in implementing national and regional policies at the local level.

Therefore, village development must be conducted through effective coordination and in accordance with established regulations. Development planning and decision-making must take into account directives from both the central government and the local community to ensure that policies are accurate and responsive. Synergy between central and local governments is essential to achieve well-coordinated governance. Coordination should occur vertically from top to bottom and vice versa to ensure efficiency and effectiveness in decision-making.

Beyond structural coordination, community participation must not be overlooked in decision-making processes because the community itself is the primary subject and beneficiary of policies. Public policy functions to regulate collective actions that are organized and measurable (Permatasari et al., 2024). Decision-making is inherently collaborative, involving multiple individuals or groups. A collaborative approach to decision-making yields better outcomes when all parties agree on the final decision (Husen, 2024). Decisions should be made by authorized parties in accordance with existing regulations to produce policies that reflect shared objectives. Village government policies are thus the product of collaboration between the village government, the central government, and the community.

Public decision-making differs from personal decision-making in that personal decisions affect only individuals, while public decisions impact the wider community (Abdad, 2022). Public policies have broad implications that extend beyond individual concerns, influencing social values within a community. Therefore, collaboration in public decision-making is crucial, as such decisions involve collective interests.

Indonesia is a diverse nation, characterized by a multitude of religions, cultures, ethnicities, and social backgrounds. This diversity generates a wide range of ideas and perspectives (Fitri Lintang & Ulfatun Najicha, 2022). While such diversity offers various options and creative ideas for better decisions, it can also become a barrier if not properly managed. Diversity embodies the spirit of “Bhinneka Tunggal Ika” (Unity in Diversity) as a form of Indonesian nationalism (Ulum & Dewi, 2021). This diversity has been deeply ingrained in Indonesian society long before independence. Maintaining and respecting diversity enables Indonesia to continue functioning harmoniously today. It also strengthens mutual understanding among individuals and promotes social harmony. Social, cultural, and religious differences are integral elements of Indonesian society (Kiswahni, 2022).

Diversity exists not only within rural communities but also within families, where each member holds unique perspectives. The village government cannot be separated from the diverse nature of its citizens. Thus, it must embrace collaboration to develop the most effective and inclusive policies (Khaira et al., 2024). In addition to socio-cultural factors, political factors also play an

unavoidable role in decision-making at all levels from the village to the national level. Political processes and actors significantly influence how decisions are made in Indonesia.

Since the village government directly engages with the local community, decision-making processes must take into account citizens' aspirations (Muhammad, 2018). Incorporating community aspirations fosters participatory governance at the village level (Situmorang et al., 2023). Involving citizens in decision-making ensures that policies align with community needs and preferences (Pradika et al., 2022). Community participation should occur from the planning to the implementation stages of village policies and programs.

Through this participatory approach, village governments can ensure that decisions reflect the real needs and aspirations of their citizens (Mardianis Burhan & Syartika, 2018). Given the increasing attention of the central government to rural development and the delegation of authority to village governments, it becomes important to study the decision-making processes at the village level.

Decision-making is a crucial aspect of governance processes, spanning from the central government to the village level. Conceptually, decision-making can be defined as a process of selecting among various alternatives to achieve specific objectives (Oktasari et al., 2023). Within the context of governance, decision-making is not merely a matter of formality or technocratic procedure; rather, it must also take into account the social dynamics that exist within the community.

Therefore, in the decision-making process, policymakers must not be narrow-minded or view issues solely from their own perspectives. Effective decision-making requires sensitivity, social awareness, and the ability to analyze diverse backgrounds and contexts (Hildayanti et al., 2023). When decision-making prioritizes personal or group interests alone, it risks creating problems and leading to an uncondusive environment. Hence, the involvement of various social representatives or community groups is essential so that the resulting decisions are broadly accepted and legitimate.

The decision-making process demands analytical capability, social sensitivity, and the active participation of all relevant stakeholders to ensure that the outcomes have both legitimacy and practical value (Hidayat, 2023). Within Indonesia's administrative system, the village government occupies the lowest level compared to the central and regional governments. Despite this, village governments possess the authority to regulate and manage their own affairs in accordance with Law No. 6 of 2014 on Villages.

In carrying out governance functions, particularly in the decision-making process, the village government must not act based solely on personal or local preferences, but must adhere to existing legal frameworks (Sewandono et al., 2021). Law No. 6 of 2014 on Villages explicitly mandates that decision-making within village governance must be guided by the principles of participation, transparency, accountability, and democracy. These principles emphasize that decisions should not be made unilaterally but must involve all relevant elements of the community and follow established procedures.

Decision-making within village governance must be conducted in accordance with established regulations and legal frameworks (Tarigan et al., 2023). In this process, the village government is required to involve all stakeholders and community groups representing the diverse social backgrounds present within the village. It is essential to avoid decision-making that benefits only certain individuals or groups. Public participation is facilitated through the Village Deliberation Meeting (Musdes), which serves as a mechanism to generate and discuss alternative courses of action before decisions are made (Permatasari et al., 2024). Through the Musdes, community members have equal opportunities to express opinions, provide suggestions, and contribute to collective decision-making.

The Musyawarah Desa allows community members to voice their aspirations, either as individual citizens, group representatives, or community delegates (Lyantini & Atmadja, 2023). This participatory process plays a significant role in shaping the direction and priorities of village

development. Decision-making within village governance covers a wide range of strategic areas, including the Musdes for the preparation of the Village Medium Term Development Plan (RPJMDes) and the annual Village Budget and Revenue Plan (APBDes).

Decision-making at the village level encompasses various strategic domains that serve as the foundation for effective governance and local development (Dwi Wahyuni et al., 2023). The RPJMDes, which is formulated once every six years, acts as the guiding framework for drafting the APBDes. Additionally, the RPJMDes serves as a reference for determining development priorities, program planning, and community empowerment initiatives that align with the village's existing potential.

The preparation of the RPJMDes must involve representatives from different community groups and social backgrounds through the Musdes mechanism, ensuring that the resulting programs and policies genuinely reflect the will of the broader community (Achadiat et al., 2024). The decision-making process in RPJMDes formulation is not merely administrative; it embodies the values of participation, democracy, and transparency in village governance. Once the RPJMDes is established, it becomes the basis for the formulation of the APBDes, which is prepared and approved annually.

The APBDes serves as the primary guideline for village financial management, supporting various sectors and programs aimed at achieving equitable and sustainable local development that meets community expectations (Permatasari et al., 2024). The APBDes is developed based on the principles of transparency and accountability, with active involvement from community members, village officials, and the Village Consultative Body (BPD). The implementation of the APBDes occurs at least once a year, though adjustments or revisions may be made more frequently in accordance with applicable regulations.

In addition to the APBDes, the village government also prepares the Village Government Work Plan (RKPDDes), which outlines annual development priorities based on the evaluation of previous programs. The RKPDDes ensures that village planning and budgeting remain adaptive, participatory, and consistent with both long-term objectives and community needs.

Community participation in decision-making or policy formulation holds significant importance, as it represents the embodiment of democratic values (Marshal et al., 2022). The practice of democracy enables citizens to play a direct role in the process of policy formulation and decision-making. Participation can take various forms, ranging from consultation to full citizen control. In the context of the Indonesian government, participation is not only recognized as a means of legitimizing decisions but also as a mechanism for promoting social empowerment (Yodiansyah, 2017). Through community participation, citizens develop a sense of ownership over the decisions that are made, which in turn strengthens the legitimacy and sustainability of governance outcomes.

In practice, however, community participation does not always proceed smoothly. Several obstacles frequently arise during implementation. One common challenge is the dominance of local elites in participatory processes, which often results in decisions that fail to represent the interests of the broader community. Another challenge lies in the low level of citizen literacy limited knowledge and awareness among residents can hinder their ability to engage effectively in decision-making processes (Nofiasari et al., 2023).

Limited access to information also poses a significant barrier to meaningful community participation (Mudana, 2016). Several other factors influence the quality of decision-making at the village level. The first concerns the capacity of village officials. Weak administrative or managerial capacity can significantly impact the effectiveness of decision-making. The second factor is the availability of data and information, which directly affects the accuracy and timeliness of decisions. Insufficient or unreliable data can reduce both the precision and the speed of decision-making (Rizal & Soraya, 2018).

The third factor involves local culture and social values, which often play a dominant role during deliberative processes. In many cases, social harmony is prioritized over rational efficiency. Finally, local political dynamics also influence decision-making outcomes. The relationships among the village head, village officials, the Village Consultative Body (BPD), and other stakeholders can shape or even determine the direction of policies and decisions.

Decision-making within village governments generally adopts the deliberation and consensus model, as stipulated in Minister of Home Affairs Regulation (Permendagri) No. 110 of 2016. This model reflects the democratic values of *Pancasila*, emphasizing collective agreement and mutual consensus in determining decisions or policies (Qodriyatun, 2019). The process of decision-making within communities, however, often encounters challenges and has not always functioned ideally. In certain cases, decision-making in village governance tends to be dominated by the village head or by particular groups with strong socio-political influence.

Amid these challenges and emerging issues, the collaborative governance approach can be effectively applied in the decision-making process (Hildayanti et al., 2023). This approach is considered more adaptive to the diverse and complex problems faced at the village level. Decision-making in village or lower-level governments should not be limited to administrative considerations alone; it must also take into account social and political dimensions (Liawati et al., 2024).

A good decision, therefore, should not be assessed merely by the speed at which it is made, but by the extent to which it reflects the aspirations of the community. In this sense, collaborative and participatory decision-making processes serve as the foundation for achieving democratic, inclusive, and socially responsive governance at the village level. The decision-making process in the Government of Guwosari Village, Yogyakarta, plays a crucial role in realizing good governance and enhancing community participation in village development. The empirical issues that arise include the extent to which this mechanism is effective in ensuring citizen participation, how community aspirations are considered in final decisions, and the degree to which complaint channels enhance accountability and public trust.

This study aims to analyze the implementation of participatory decision-making in Guwosari Village, where the village government is led by a relatively young village head. While previous research has examined decision-making processes in diverse communities such as the case study conducted in Ngadas Village this study focuses on a different context, emphasizing the leadership characteristics and participatory governance practices in Guwosari Village. This study makes significant contributions both theoretically and practically to the field of village governance. Theoretically, it enriches the literature on the implementation of good governance principles in decision-making processes at the village level, particularly through participatory, transparent, and accountable leadership approaches. Practically, this study provides empirical insights into open and inclusive decision-making practices in the Government of Guwosari Village, which may serve as a model or reference for other village governments in formulating public policies.

METHOD

This study employs a qualitative research method with a descriptive approach. The research focuses on examining the decision-making processes carried out by the Government of Guwosari Village, located in Pajangan Subdistrict, Bantul Regency, Special Region of Yogyakarta. Guwosari Village is characterized by a diverse population in terms of culture, social background, and community structure. Through this approach, the researcher aims to gain a deeper understanding of the dynamics and processes involved in decision-making within the village government of Guwosari.

The research data were collected through interviews with various elements of the Guwosari Village community, including individual residents, community leaders, village officials, representatives of community groups, and members of the Village Consultative Body (BPD). In

addition, the study also utilized data obtained from the official website of Guwosari Village. This research is expected to provide a comprehensive understanding of how the Guwosari Village Government conducts its decision-making processes, reflecting participatory, democratic, and community-based governance practices.

RESULT AND DISCUSSION

Guwosari Village

Guwosari Village is one of the villages located in Bantul Regency, within the administrative area of Pajangan Subdistrict. In addition to Guwosari, Pajangan Subdistrict consists of two other villages: Sendangsari and Tridadi. Guwosari Village is led by a relatively young village head, compared to most other villages in Bantul, where village heads are generally above forty years of age. The village covers an area of approximately 830 hectares, consisting of 15 hamlets (Pedukuhan) and 79 neighborhood units (RT).

Guwosari Village was established through the merger of two former villages, namely Selarong and Iroyudan, in October 1947, under the directive of the Governor of the Special Region of Yogyakarta. The name Guwosari was chosen as a neutral and unifying identity to ensure acceptance by the communities of both former villages, which had agreed to merge. This approach was intended to prevent potential social conflict among residents with diverse backgrounds. Furthermore, several cultural and symbolic elements from both former villages were retained to preserve their historical identity and maintain social harmony within the newly established Guwosari Village.

Administratively, Guwosari Village is located within the Pajangan Subdistrict, with territorial boundaries consisting of Bangunjiwo Village to the north, Ringinharjo Village to the east, Wijirejo Village to the south, and Sendangsari Village to the west. Guwosari Village comprises fifteen hamlets, namely Santan, Karangber, Kembanggede, Kadisono, Iroyudan, Dukuh, Kentolan Kidul, Gandekan, Kentolan Lor, Watugedug, Pringgading, Kembangputihan, Bungsing, Kedung, and Kalakijo.



Figure 1. Map of Guwosari Village

Source: Guwosari Village Official Website

Guwosari Village was established two years after Indonesia's independence, with a population characterized by diverse social backgrounds and a unique historical origin resulting from

the merger of two former villages. This diversity illustrates the pluralistic nature of the community, where decision-making processes have always required careful consideration to ensure social harmony and long-term sustainability.

From the post-independence era to the present day, Guwosari Village has been led by village heads with varied backgrounds and generational differences, ranging from leaders of the independence period to those of the current technological era. Both senior and younger generations of village heads have contributed to the governance and administrative continuity of Guwosari Village, located in Pajangan Subdistrict, Bantul Regency.

In the present era, with the advancement of technology and changing governance dynamics compared to the post-independence period, Guwosari Village continues to implement participatory decision-making and policy formulation to maintain the functioning of its local administration. The leadership, regardless of age or generation, has played a crucial role in shaping and executing village policies. The outcomes of these policies have significantly contributed to both physical and non-physical development, supporting the overall progress and welfare of the Guwosari community.

The Policy-Making Process at the Village Government Level

Based on the research findings, the policy-making process in the village begins with the identification of existing problems and potential resources that can support the formulation of village government policies. Problem identification is initiated through community meetings at the hamlet level (Musdus), where residents can express their concerns and suggestions. Additionally, the public can submit reports or proposals directly to the Guwosari Village Government through its official village website. This online reporting mechanism illustrates that the Guwosari Village Government places significant emphasis on problem identification as the initial stage of decision-making. The process begins with community input and proceeds to further stages based on those findings.

Compared to other villages within Bantul Regency, Special Region of Yogyakarta, not all village websites provide a dedicated platform for public complaints or feedback. Guwosari Village, however, accommodates citizen reporting and participation through this feature, enabling residents to contribute directly to policy formulation. “In decision-making, the Government of Sendangsari Village receives input from the community, which then becomes policies that are accepted,” stated an official from Sendangsari Village. This approach helps ensure that resulting policies are targeted, relevant, and aligned with community expectations. The variety of channels available for community input demonstrates the village government's commitment to inclusivity and responsiveness in identifying problems and gathering aspirations. Such efforts reflect the seriousness of Guwosari Village in building a participatory governance model grounded in active citizen engagement.



Figure 2. Village Deliberation in Guwosari

Source: Guwosari Village Official Website

After identifying issues through neighborhood deliberations (Musdus) or community aspirations, the process continues with the Village Deliberation (Musdes). In the Musdus stage, various stakeholders and community representatives are invited to directly gather aspirations from residents, ensuring that their concerns and problems are conveyed to policymakers. The Musdus involves representatives from the village administration and the Village Consultative Body (BPD), which acts as both a community representative and a supervisory body overseeing the performance of the village government. The BPD not only safeguards public aspirations but also ensures that the proposals submitted by the community are followed up through to implementation.

The Musdus serves to accommodate community proposals and aspirations, which are then brought to the Musdes a higher-level deliberative forum where inputs from various neighborhoods are consolidated to produce decisions that align with the needs and interests of Guwosari Village residents. During the Musdes, the village officials, BPD members, and community leaders jointly inventory and review proposals gathered from the Musdus, formulating alternative policy options that reflect the community's needs and are consistent with the vision and mission of the Guwosari Village Head.

Ultimately, final policy decisions are made through collective agreement in official village forums, such as the Village Development Planning Meeting (Musrenbangdes) and other formal deliberative assemblies. The Guwosari Village Government does not make unilateral decisions by the village head or officials, except for matters that fall within their individual authority. Thus, decisions are clearly distinguished between those that are personal administrative mandates and those requiring collective deliberation.

This demonstrates that the decision-making process in Guwosari Village is grounded in the principle of shared authority, ensuring that no party exceeds its jurisdiction and that all decisions reflect collaborative governance and democratic accountability.

Factors Influencing Policy-Making

In the process of policy-making, there are numerous influencing factors, both internal and external, that affect the authorities involved. The diversity of the community requires the village government to be careful and thorough in formulating policies to ensure that decisions align with public expectations and do not lead to missteps.

Several internal factors influence decision-making, including village head leadership, coordination among village officials, community awareness, and understanding of existing regulations. "In the formulation of village government policies, several factors influence the process, including the leadership of the village head, the awareness of the community and village officials, and the understanding of existing regulations," stated a community leader from Sendangsari. These elements play a crucial role in determining the quality and direction of policies adopted at the village level. The leadership of both the village head and the chairperson of the Village Consultative Body (BPD) is particularly important in shaping decisions within the village government. A village head with strong leadership skills can inspire movement, provide direction, and motivate village officials and community members to participate actively in achieving the village's developmental goals.

The Village Government of Guwosari is led by a young, millennial village head who employs a consensual deliberation approach (*musyawarah mufakat*) in decision-making. The village head consistently sets an example for village officials and residents by ensuring that all jointly agreed-upon decisions are properly implemented. Furthermore, the Guwosari Village Head has introduced numerous innovative governmental programs designed to address the problems faced by the community.

Through this style of leadership, the village head has been able to produce effective solutions and policies that respond directly to community issues and aspirations. For instance, the establishment

of an online complaint mechanism on the official village website demonstrates the village head's responsiveness and openness to public input, encouraging citizen participation in governance. In village deliberations, the village head involves all relevant stakeholders and invites community representatives to take part in decision-making processes from planning to implementation and evaluation.

Therefore, in Guwosari Village, policy-making does not merely reflect the interests of the village administration but also incorporates the voices and needs of the community. Combined with visionary leadership, this participatory approach fosters a conducive work environment among village officials and promotes effective and efficient governance. Moreover, it ensures that every policy is formulated based on the principles of participation, transparency, and accountability, aligning with democratic and good governance values.

Community Participation in the Policy-Making Process

Community participation in the formulation of public policy serves as a key determinant of successful decision-making at the village government level (Ulumiyah et al., 2019). "The village government must involve the community in decision-making; otherwise, problems will arise," stated Wulan, a resident of Sendangsari. When village governments make decisions without involving the community, such policies may become a "time bomb," leading to more serious social issues in the future. Moreover, when decisions are made solely based on the interests or preferences of the village head without considering the aspirations of the wider public, such policies are likely to generate controversy and division within the community.

Community participation is therefore a crucial element in the policymaking process at the village level. The involvement of citizens in policy formulation reflects the true implementation of democratic principles within local governance. The community is not merely treated as an object of policy but also as an active subject and partner in the village's development process. Through official village forums, citizens should be encouraged to participate directly in policymaking, ensuring that policies align with their needs, expectations, and local realities.

Additionally, active community participation helps to minimize the influence of specific interest groups seeking to advance their own agendas. Formal forums such as Village Deliberations (Musdes) and Hamlet Deliberations (Musdus) should be utilized effectively to gather direct input and aspirations from citizens. These forums serve as platforms where community members can express their ideas, needs, and concerns, contributing to development policies that are inclusive and community-driven.

This participatory process ensures that policies reflect the social, economic, and cultural conditions of the local community. Hence, community involvement transforms policymaking from a mere administrative formality into a substantive, democratic process that fosters harmony, inclusivity, and responsiveness between the community and the village government.

In practice, the Village Government of Guwosari consistently involves community participation in its policymaking process. Several community members interviewed by the researcher emphasized that decisions in Guwosari Village are not made unilaterally but through tiered deliberations involving relevant stakeholders. For example, in drafting the Village Revenue and Expenditure Budget (APBDes), the village government conducts joint deliberations with the Village Consultative Body (BPD) to reach consensus.

These deliberations are carried out in stages. Before the Musdes, the village government and BPD organize a Musdus, where community members are invited to express their aspirations formally. After collecting inputs through the Musdus, the village government and BPD hold a higher-level deliberation the Musdes to formulate and finalize policies such as the APBDes for the upcoming fiscal year.

This multi-level deliberative process demonstrates that the Village Government of Guwosari ensures broad-based participation in policymaking, moving beyond the interests of the village administration or the village head. In addition to the APBDes, the community is also actively involved in developing the Village Medium-Term Development Plan (RPJMDes), reinforcing the principles of democracy and participatory governance.

Furthermore, after participating in and monitoring the policy planning process, citizens are given the opportunity to evaluate and oversee the implementation of village policies. They may convey their evaluations through the BPD as their territorial representatives, submit direct feedback to the village office, or lodge formal complaints via the official Guwosari Village website.

The Village Government of Guwosari embodies the principle of transparency, ensuring that no decision-making process is concealed from the public. The village head's democratic, communicative, and open leadership style has built community trust in the local government. Consequently, the village head has succeeded in fostering public understanding of the policy-making process and encouraging civic engagement.

Through these practices, the Village Government of Guwosari has successfully created a conducive environment for public participation, promoting a spirit of synergy and collaboration among all stakeholders involved in policymaking. This synergy includes cooperation with community organizations, local leaders, and direct citizen engagement, ensuring that each policy reflects the collective will and shared aspirations of the Guwosari community.

The results of the study indicate that the decision-making process in the Government of Guwosari Village reflects open, visionary, and participatory leadership. This finding is consistent with the theory of good governance, which emphasizes the importance of citizen participation, transparency, and accountability in public administration (Yunus, 2022). The active involvement of the community through a staged deliberation mechanism from the hamlet to the village level reflects the application of the participatory governance concept (Ulum & Dewi, 2021), in which citizens are not merely policy recipients but also actors in the formulation of public decisions. This demonstrates that Guwosari Village has successfully implemented the principle of participation as one of the key indicators of good governance.

Furthermore, the provision of complaint and suggestion channels, both direct and online, demonstrates the village government's commitment to transparency and accountability. Public accountability requires mechanisms for community feedback to ensure that decisions are in line with public needs. The practices implemented in Guwosari Village indicate that the village government not only applies the formal principles of good governance but also creates tangible mechanisms that allow the community to influence the decision-making process, thereby enhancing policy legitimacy and public trust.

CONCLUSION

Based on the research findings, it can be concluded that the decision-making and policy formulation processes in the Government of Guwosari Village demonstrate an open, visionary, and participatory leadership pattern. The young village head has been able to offer innovative and transparent leadership while positioning the community as an integral part of the village government's policymaking process. This is reflected in the implementation of deliberative meetings (*musyawarah*) conducted in stages, from the hamlet (*dusun*) level to the village level, involving community members as active participants in policy formulation. Thus, policymaking within the village government is not carried out unilaterally but collaboratively with the villagers.

Furthermore, the Government of Guwosari Village exhibits a strong commitment to the principles of transparency and accountability in the administration of village governance. This is evident from the open communication established between the village government and the residents

of Guwosari, both through formal face-to-face forums and through feedback and complaint mechanisms provided via the official website of the village. These practices illustrate a well-developed form of community participation and broaden the role of Guwosari residents in influencing policy decisions made by the village government. Therefore, it can be concluded that the Government of Guwosari Village upholds and implements the principles of good governance in carrying out its administrative functions.

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