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DEVELOPING VILLAGE GOVERNMENT CAPACITY IN REALIZING GOOD GOVERNANCE IN BANYUMAS DISTRICT

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ABSTRACT

The village government apparatus is one of the most important components in moving government at the village level. Success in running government at the village level can be based on the good capacity of the village government within it. Through developing the capacity of village governments, the goal of realizing good governance will be achieved. The aim of this research is to find out how well the village government's capacity development is in realizing good governance in Banyumas Regency. The method used is a survey with data collection in the form of questionnaires, observation and documentation. The sampling technique uses a multi stage sampling technique. Data analysis used used frequency distribution, mean and standard deviation. The research results show that the development of village government capacity in realizing good governance in Banyumas Regency is mostly in the quite good category with a percentage of 48.1 percent. This is demonstrated by the existence of three indicators, including human resource development, organizational strengthening, and institutional reform.

Keywords: capacity development, good governance, village government

ABSTRAKSI

Aparatur pemerintah desa merupakan salah satu komponen yang paling penting dalam menggerakkan pemerintahan di tingkat desa. Keberhasilan dalam menjalankan pemerintahan di tingkat desa dapat didasarkan baiknya kapasitas yang dimiliki oleh pemerintah desa yang ada di dalamnya. Melalui pengembangan kapasitas pemerintah desa, tujuan untuk mewujudkan tata kelola pemerintahan yang baik akan tercapai. Tujuan penelitian ini adalah untuk mengetahui seberapa baikah pengembangan kapasitas pemerintah desa dalam mewujudkan good governance di Kabupaten Banyumas. Metode yang digunakan menggunakan survei dengan pengumpulan data berupa kuisioner, observasi, dan dokumentasi. Teknik sampling menggunakan teknik multi stage sampling. Analisis data yang digunakan menggunakan distribusi frekuensi, mean dan standar deviasi. Hasil penelitian menunjukkan bahwa pengembangan kapasitas pemerintah desa dalam mewujudkan good governance di Kabupaten Banyumas sebagian besar masuk dalam kategori cukup baik dengan persentase 48,1 persen. Hal tersebut ditunjukkan dengan adanya tiga indikator diantaranya adalah pengembangan sumber daya manusia, penguatan organisasi, reformasi kelembagaan.

Kata Kunci : pengembangan kapasitas, good governance, pemerintah desa

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INTRODUCTION

The goals of government organizations which refer to the values of good governance, namely transparency, accountability, responsiveness and participation, are a new order in current government administration. The implementation of government by emphasizing the principles of good governance is highly expected to create effective government. As stated by Amosa (2010), high levels of accountability and transparency can make local government run effectively. Apart from that, Iswahyudia, et al (2016) also stated that the participation aspect has a good influence on the realization of good governance.

The government administration system is divided into two levels, namely central government and regional government. Regional governments are further divided into provincial governments and district/city governments, with district/city governments having coordinated village/subdistrict governments within one sub-district area. In contrast to sub-districts which are led by a village head who has the status of a state civil servant, the village head is elected as village head based on village elections and has autonomous rights to govern his own territory. Banyumas Regency as an autonomous region consists of 331 villages/sub-districts spread across 27 sub-districts. Of the 331 villages/wards in Banyumas Regency, the total number of sub-districts is 30 sub-districts, 27 sub-districts are located in Kotip Purwokerto and 3 sub-districts are in Sumpiuh District while the other 301 are villages.

Capacity development is an important part of a person's personal life or organization. Capacity development can be described by education, both formal and informal. In an organization, for example, this can be demonstrated through training and training regarding human resources, as well as other development that may be needed. In a government organization, developing the capacity of government officials is also something that must be considered so that it can support the performance of government officials in carrying out their main functions well.

The aim of capacity development is that individuals, organizations and existing systems can

be used effectively and efficiently. This aims to achieve village development goals according to what is expected. Another achievement that is hoped for from capacity development is the creation of good government or what could be called good governance as is the hope of the community. A capacity development of government organizations is used as a basis aimed at improving what is still considered lacking in government performance.

The village government apparatus is one of the most important components in moving government at the village level. Success in running government at the village level can be based on the good capacity of the village government within it. The village government apparatus in Banyumas Regency consists of the village head and village officials. The village apparatus consists of the village secretary, head of affairs, section head and hamlet head, each of these positions has main duties and functions in running the government.

The capacity of village government is currently still being discussed among academics and central and regional governments. The increasingly high demands of the village government in running the government without the support of the capacity of the village government itself has led to the emergence of several problems. One of the problems that arises is the resource capacity of village government officials, seen from their level of education, which is still not in accordance with applicable laws, in addition to the lack of training or development of technical competence of village officials.

Developing insight and knowledge for village government administrators is an activity that can be of concern. Village government capacity development, such as developing insight, knowledge, attitudes and skills of government administrators, is always actualized in line with ongoing changes. Increasing the capacity of village governments through village government capacity development will provide great opportunities for carrying out all forms of village development activities effectively and efficiently

METHOD

Penelitian ini dilakukan di Bakorwil IV The method used is a survey with data collection in the form of questionnaires, observation and documentation. The sampling technique uses a multi stage sampling technique. The implementation of sampling is to divide the area into the population into sub-regions and each sub-region is divided into smaller parts and so on. Data analysis used used frequency distribution, mean and standard deviation.

RESULT RESULT AND DISCUSSION

Respondent Characteristics

Respondent characteristics are the characteristics of the research targets who are the sample. In this study, the respondents were Village Apparatus who were used as research samples, namely 81 (eighty one) people. This research divides the characteristics of respondents based on the respondent's gender and the respondent's most recent education. The following can describe the characteristics of the respondents in this study.

1. Characteristics of Respondents Based on Gender

Table 1. Characteristics of Respondents Based on Gender.

No	Gender	Amount	Percentage(%)
1	Man	68	84
2	Woman	13	16
Total		81	100

Source: Primary Data processed in 2023

Table 1 shows the characteristics of respondents based on the respondent's gender. Based on table 4.1, it shows that 81 respondents or 100 percent of the total number of respondents, 68 respondents or 84 percent were male respondents and 13 respondents or 16 percent were female respondents. Thus, the majority of respondents in this study were male respondents.

1. Characteristics of Respondents Based on Education Level

Table 2. Characteristics Based on Education Level.

No	Education	Amount	Percent age(%)
1	Junior High School	3	3,7
2	Senior High School	61	75,3
3	Diploma	4	4,9
4	Bachelor	13	16
Total		81	100

Source: Primary Data processed in 2023

Table 2 shows the characteristics of respondents based on the respondent's education level. There are four categories of respondents' education levels in this study. Based on table 4.2, it shows that 81 respondents or 100 percent of the total number of respondents, 3 respondents or 3.7 percent had a junior high school/equivalent level of education, 61 respondents or 75.3 percent had a high school/equivalent education level, 4 respondents or 4.9 percent had a Diploma education level and 13 respondents or 16 percent had a Bachelor's education level. Thus, the majority of respondents in this study were respondents who had a high school/equivalent education level.

Variable Validity and Reliability Test Results

1. Test the validity of research instrument data

Validity testing is carried out with the aim of determining the extent to which the measuring instrument can measure what it wants to measure. Data can be said to be valid if the questions or questionnaire statements can describe something that you want to measure. The data validity test can be determined by comparing the calculated r value and the table r value. As stated by Sugiyono (2011: 212) which states that if r calculated is greater than r table then the data can be said to be valid, but conversely if r calculated is smaller than r table then the data is invalid. The r table value is determined by looking at the distribution table of the r table values. With a sample size of 81, the r table value is 0.220 with a significance level of 5% (Sugiyono: 2000).

Validity Test of Human Resource Development Instruments

Table 3. Validity Test Results of Human Resource Development Instruments.

Item Number	r count	r table ($\alpha = 0,05$)	note
1	0,694	0,220	Valid
2	0,894	0,220	Valid
3	0,851	0,220	Valid

Source: Attachment Processed in 2023

Based on table 3, it can be said that all the questionnaire statement items for the human resource development instrument are valid. This is proven by the calculated r value for all questionnaire statement items which is greater than the table r value, namely 0.220 with $\alpha = 0.05$.

Validity Test of the Organizational Strengthening Instrument

Table 4. Validity Test Results of Organizational Strengthening Instruments.

Item Number	r count	r table ($\alpha = 0,05$)	note
4	0,536	0,220	Valid
5	0,550	0,220	Valid
6	0,627	0,220	Valid
7	0,764	0,220	Valid
8	0,769	0,220	Valid

Source: Attachment Processed in 2023

Based on table 4, it can be said that all the questionnaire statement items for the organizational strengthening instrument are valid. This is proven by the calculated r value for all questionnaire statement items which is greater than the table r value, namely 0.220 with $\alpha = 0.05$.

Validity Test of Institutional Reform Instruments

Table 4.5. Validity Test Results of Institutional Reform Instruments.

Item Number	r count	r table ($\alpha = 0,05$)	note
9	0,672	0,220	Valid
10	0,948	0,220	Valid
11	0,948	0,220	Valid

Source: Attachment Processed in 2023

Based on table 5, it can be said that all the questionnaire statement items on the institutional reform instrument are valid. This is proven by the calculated r value for all questionnaire statement items which is greater than the table r value, namely 0.220 with $\alpha = 0.05$.

1. Test the Reliability of Research Instrument Data.

The purpose of data reliability testing is to determine the extent to which measuring instruments can be trusted or reliable. To determine whether the data obtained is reliable or not can be done by comparing the alpha coefficient value with the r table. This can be determined if the alpha coefficient is greater than the r table ($n-2$; $\alpha 0.05$) then the data or instrument can be said to be reliable and vice versa if the alpha coefficient is less than or equal to the r table ($n-2$; $\alpha 0.05$) then the data or the instrument can be said to be unreliable.

Table 6. Reliability Test Results.

Variable	Alpha (α)	r table ($\alpha = 0,05$)	note
HR Development	0,745	0,220	Reliabel
Organizational Strengthening	0,645	0,220	Reliabel
Institutional Reform	0,829	0,220	Reliabel

Sumber: Lampiran yang Diolah Tahun 2023

Table 6 shows the results of the research instrument data reliability test, namely on human resource development, organizational strengthening, and institutional reform. Based on table 4.6, it can be said that all data from this research instrument are reliable. This is proven by the calculated r value for human resource development, organizational strengthening, and institutional reform which is greater than the r table, namely 0.220 with $\alpha = 0.05$.

Research Results and Discussion on Village Government Capacity Development in Realizing Good Governance in Banyumas Regency.

According to Kamariah (2012), Palidano's idea, which is considered very appropriate to be applied in the public sector, can be used to see capabilities at the organizational (government) level. To measure public sector capacity, there are several things, including 1) policy capacity, namely the ability to develop decision-making processes, coordinate between government organizations, and provide analysis of these decisions. 2) implementation authority, namely the ability to implement and enforce policies both towards oneself and the community at large, and the ability to guarantee that public services are truly well received by the community. 3) operational efficiency, namely

the ability to provide public services effectively/efficiently, and with an adequate level of quality.

Capacity is the ability of an individual, organization or system to carry out its proper functions effectively, efficiently and continuously. Apart from that, capacity is the ability, skills, understanding, attitudes, values, relationships, behavior, motivation, resources and conditions that enable each individual, organization, work network/sector and wider system to carry out the functions their functions and achieve development goals that have been set from time to time.

Grindle (1997) states that capacity development is the ability to perform appropriate tasks effectively, efficiently and sustainably. Grindle even stated that capacity development refers to improvement in the ability of public sector organizations.

Capacity building, often known as capacity development or capacity strengthening, indicates efforts to improve existing competencies. Additionally, the concept of capacity building can be seen as the act of creating previously unseen capacities. In this case, it is in line with Grindle's (1997) statement that capacity building is an effort designed to provide various techniques to increase the effectiveness, responsiveness and efficiency of government performance. Specifically, effectiveness refers to the suitability of efforts made to desired outcomes; Responsiveness refers to how to synchronize requirements and skills to goals. Efficiency refers to the amount of time and resources required to achieve output. Dimensions, focus and types of activities are part of capacity building. According to Grindle (1997), dimensions, focus, and types of activities are dimensions of HR development, with a focus on: technical expertise, professional staff, and various types of activities such as training, direct experience, working conditions, and recruitment.

The two aspects of organizational strengthening, with an emphasis on structuring management to increase the success of roles and responsibilities, as well as types of activities such as incentive programs, staff equipment, leadership, organizational culture, communication, managerial

structure. Third, institutional reform, which focuses on institutions and systems and macro structures, and includes actions such as designing and amending policies, regulations, and constitutions.

Human resource development, organizational strengthening, and institutional transformation must be the focal point of capacity building if it is to become a set of tactics for increasing efficiency, effectiveness, and responsiveness, according to Grindle (1997). Focus on finding or offering professional and technical individuals when discussing human resource development. The following activities that can be carried out include education and training, payment of salaries and wages, control of the work environment, and appropriate recruitment processes. The emphasis in organizational strengthening is on management methods to improve the performance of current roles and responsibilities as well as microstructural arrangements. Setting up incentive programs, using current employees, leadership, communication, and managerial frameworks are all necessary tasks. And when it comes to institutional reform, it is important to consider modifications to current systems and institutions as well as the influence of macro structures. Actions that must be taken in this situation include changing the legal and policy framework of the current political and economic system, as well as reforming institutional systems that can support the growth of civil society and markets.

Building one's capacity is an ongoing process that does not only begin once results are achieved. Capacity building is not a process that starts from zero or nothing; rather, it builds on existing potential and uses it to further improve the quality of individuals, groups, organizations and systems so that they can thrive in an ever-changing environment. Because capacity building is multidimensional and dynamic, characterized by many activities and involving learning for all components, it is designed for all components, not just one or a small part of the system, and therefore is not partial but comprehensive. systems that contribute to the realization of collaborative performance.

The aim of capacity development is that individuals, organizations and existing systems can be used effectively and efficiently. This aims to achieve village development goals according to what is expected. Another achievement that is hoped for from capacity development is the creation of good government or what could be called good governance as is the hope of the community. A capacity development of government organizations is used as a basis aimed at improving what is still considered lacking in government performance.

Good governance is one of the main concerns when looking at the current condition of government in Indonesia. The pattern of good governance itself can be termed as an effort or method by the government to carry out government with the principles of good governance. The implementation of good governance is an understanding of the principles contained in it. Apart from that, government administration can run effectively and efficiently if its implementation also refers to the principles of good governance. Based on several opinions, principles for realizing good governance were put forward, including those from academics and statutory regulations.

Capacity development is learning that begins with the flow of the need to experience something, reduces ignorance and uncertainty in life, and develops the abilities needed to adapt to change. Human resource development, organizational strengthening, and institutional transformation must be the focal point of capacity building if it is to become a set of tactics for increasing efficiency, effectiveness, and responsiveness, according to Grindle (1997). Focus on finding or offering professional and technical individuals when discussing human resource development. The following activities that can be carried out include education and training, payment of salaries and wages, control of the work environment, and appropriate recruitment processes. The emphasis in organizational strengthening is on management methods to improve the performance of current roles and responsibilities as well as microstructural arrangements. Setting up incentive programs, using current employees, leadership, communication, and managerial frameworks are all necessary tasks. And

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Specifically, effectiveness refers to the suitability of efforts made to desired outcomes; Responsiveness refers to how to synchronize requirements and skills to goals. Efficiency refers to the amount of time and resources required to achieve output. Dimensions, focus and types of activities are part of capacity building.

The results of research conducted show that the development of village government capacity in realizing good governance in Banyumas Regency is quite good. This is demonstrated by several things, including human resource development, organizational strengthening, and institutional reform. This can be explained as follows.

Table 7. Categorization of Village Government Capacity Development in Banyumas Regency

No	Interval	Category	Frequency	Persentase (%)
1.	40,0-45,0	Low	27	33,3
2.	45,1-50,1	Enough	39	48,1
3.	50,2-55,0	Tall	15	18,5
Total			81	100

Source: Primary Data Processed in 2023

Table 7 shows the categorization of village government capacity development in Banyumas Regency which includes low, sufficient and high categories. Based on table 7, it shows that most of the capacity development in village governments in Banyumas Regency is in the sufficient category with a percentage of 48.1 percent. Meanwhile, 18.5 percent were in the high category and 33.3 percent were in the low category.

1. Development of Human Resources (HR) Banyumas Regency Village Government.

Table 8. Categorization of Village Government Human Resources Development in Banyumas Regency.

No	Interval	Category	Frequency	Persentase (%)
1.	10,0-11,6	Low	9	11,1
2.	11,7-13,3	Enough	44	54,3
3.	13,4-15,0	Tall	28	34,6
Total			81	100

Source: Primary Data Processed in 2023

Table 8 shows the categorization of village government human resource development in Banyumas Regency which includes low, sufficient and high categories. Based on table 4.8, it shows that the majority of human resource development in village governments in Banyumas Regency is in the sufficient category with a percentage of 54.3 percent. Meanwhile, 34.6 percent were in the high category and 11.1 percent were in the low category.

1. Strengthening the Banyumas Regency Village Government Organization

Table 9. Categorization of Strengthening Village Government Organizations in Banyumas Regency

No	Interval	Category	Frequency	Persentase (%)
1.	20,0-21,6	Low	31	38,3

2.	21,7-23,3	Enough	35	43,2
3.	23,4-25,0	Tall	15	18,5
Total			81	100

Source: Primary Data Processed in 2023

Table 9 shows the categorization of strengthening village government organizations in Banyumas Regency which includes low, sufficient and high categories. Based on table 9, it shows that most of the organizational strengthening in village governments in Banyumas Regency is in the sufficient category with a percentage of 43.2 percent. Meanwhile, 18.5 percent are in the high category and 38.3 percent are in the low category.

1. Village Government Institutional Reform in Banyumas Regency

Table 10. Categorization of Village Government Institutional Reform in Banyumas Regency

No	Interval	Category	Frequency	Persentase (%)
1.	9,0-11,0	Low	8	9,9
2.	11,1-13,1	Enough	54	66,7
3.	13,2-15,0	Tall	19	23,5
Total			81	100

Source: Primary Data Processed in 2023

Table 10 shows the categorization of village government institutional reform in Banyumas Regency which includes low, sufficient and high categories. Based on table 10, it shows that the majority of reform categorizations in village government in Banyumas Regency are in the sufficient category with a percentage of 66.7 percent. Meanwhile, 23.5 percent are in the high category and 9.9 percent are in the low category.

The following can be shown a recapitulation of the average value and standard deviation of respondents' answers which can be seen in table 4.11 below.

Table 11 Recapitulation of Average Values and Standard Deviations of Respondents' Answers

No	Statement	N	Mean	Std. Deviation
1	Technical Training that Has Been Held	81	4,17	0,543

2	Monthly Salary in Accordance with Conditions	81	4,35	0,595
3	Other Benefits in Accordance with the Provisions	81	4,35	0,528
4	Work Given According to Ability	81	4,35	0,479
5	Democratic and Family Leadership of Village Heads	81	4,57	0,523
6	Healthy and Happy Organizational Culture	81	4,68	0,496
7	Able to communicate well with superiors	81	4,26	0,441
8	Able to communicate well with colleagues	81	4,27	0,448
9	Work is regulated in Standard Operating Procedures (SOP)	81	4,16	0,460
10	There Have Been Changes in Policy and Law	81	4,16	0,535
11	Able to Adapt to Changes in Policy and Law	81	4,16	0,535
Total			4,31	

Source: Data processed in 2023

Table 11 shows the average value and standard deviation of each respondent's answer. Based on this data, the average value of each respondent's answer or the data obtained is greater than the standard deviation value, so it can be said that the data obtained is homogeneous or lacks variation.

CONCLUSION

Based on the research results and discussions that have been described, it can be concluded that the development of village government capacity in realizing good governance in Banyumas Regency is mostly in the quite good category with a percentage of 48.1 percent. This is proven by several measures for each indicator, including (1) the development of human resources in the village government in Banyumas Regency is mostly in the quite good category, namely with a percentage of 54.3 percent. Human resource development can be determined from the existence of technical training held by the village government/regional government/others to support work, the existence of a wage system in the form of a basic salary and other allowances. (2) Organizational strengthening in village governments in Banyumas Regency is mostly in the quite good category, namely with a percentage of 43.2 percent. Strengthening the organization can be determined by providing a workload that is appropriate to the capabilities of the apparatus, democratic and family leadership of the Village Head, the existence of a healthy and enjoyable work culture such as prioritizing tolerance, kinship, etc., the existence of good communication with superiors and colleagues. Work. (3) Most of the institutional reforms in village government in Banyumas Regency are in the quite good category, namely with a percentage of 66.7 percent. Institutional reform is determined by the existence of apparatus work that has been stated in standard operating procedures (SOP), there have been changes to policies and laws in work, and the ability to adapt to applicable policies and laws.

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