

The Role of Village Government in Administrative Service Governance in Tenilo Village, Tilamuta District

Novita B. Mukdin¹, Jefri Polingga², Lisnawati Paweni³, Dewi Walahe⁴, Sarfan Tabo⁵

Universitas Nahdlatul Ulama Gorontalo

Article Info

Article history:

Received: 20 November 2025

Publish: 8 December 2025

Keywords:

Role;

Service Quality;

Administration;

Governance.

Abstract

The role of village government in improving the quality of administrative services at the village office is part of the effort to realize professional public services that are oriented toward community satisfaction. The village government acts as both a policymaker and a service implementer, responsible for providing an orderly, fast, and transparent administrative system. This study was conducted at the Tenilo Village Office, Tilamuta District. The purpose of this research is to determine the extent to which the village government plays a role in improving the quality of administrative services at the Tenilo Village Office, Tilamuta District, Boalemo Regency. This research employs a qualitative method. Data collection techniques include observation, interviews, and documentation. The data sources consist of primary and secondary data. The data analysis technique used is descriptive qualitative analysis, which includes data reduction, data presentation, and conclusion. The results of the research conducted at the Tenilo Village Office, Tilamuta District, indicate that the government has played an active role in improving the quality of administrative services. However, there are still inhibiting factors in improving service quality. Internal constraints include: (1) service facilities, (2) skills and competencies, and (3) budget limitations. Meanwhile, external constraints include: (1) community participation.

This is an open access article under the [Lisensi Creative Commons Atribusi-BerbagiSerupa 4.0 Internasional](https://creativecommons.org/licenses/by-nd/4.0/)



Corresponding Author:

Novita B. Mukdin

Universitas Nahdlatul Ulama Gorontalo

Email: sarfanditabo@gmail.com

1. INTRODUCTION

The state has an obligation to provide services to all citizens to fulfill their basic rights and needs, in accordance with public services aimed at achieving the general welfare. This is a goal stated in Article 1, paragraph 4, of the 1945 Constitution of the Republic of Indonesia. Serving the community is one of the duties that must be carried out by the government to achieve welfare, which is one indicator of good governance, also known as Good Governance (Munsarlo et al., 2024). The public services closest to the community are those provided at the village level. Village governments have a better understanding of the needs and complaints of their citizens. Therefore, attention to administration at the village level is essential. Furthermore, the role of village governments is crucial in supporting community conditions. In accordance with the Regulation of the Minister of Home Affairs Number 47 of 2016 concerning Village Government Administration, Article 1 paragraph 2 explains that the Village Government is responsible for managing government affairs and the interests of the local community within the framework of the

government system of the Unitary State of the Republic of Indonesia (Indrawati et al., 2025).

Village government plays a crucial role in managing government affairs and administration at the village level. The primary task of village government is to build a democratic society and provide quality social services, ensuring prosperity, security, and access to justice for the community. According to Law Number 6 of 2014 concerning Villages, village government is responsible for the implementation of government affairs and the interests of local communities within the governance system of the Unitary State of the Republic of Indonesia (Pertiwi et al., 2021).

The effectiveness of public services can be assessed based on the quality of the services provided. Service quality can be seen as a comparison between what the public receives and what they expect. On the other hand, service quality also refers to consumer expectations compared to their experiences. Some aspects of public services include: a) Improving the quality and efficiency in carrying out government duties related to public services; b) Encouraging increased effectiveness of service systems and procedures so that public services can run more effectively and efficiently; c) Encouraging creativity, initiative, and community participation in the development process and efforts to improve public welfare in general (Wiranata et al., 2019).

Good public service is key to creating a professional, efficient, effective, open, and accountable village government, also known as good governance. Therefore, village government management is needed that can realize good governance through public service improvement programs at the village level. If this management is successful, the stated goals will be achieved, namely improving the quality of public services, managing all village potential, facilitating public access to information through data availability, encouraging community involvement, and ensuring transparency and accountability (Arsjad et al., 2025). Furthermore, achieving good governance at the village level is one way to accelerate the improvement of the quality of village governance in order to achieve the welfare of village communities (Rahyunir & Zulherawan, 2025). Providing the best service is one of the achievements that village governments can achieve in meeting the standards set by national service standards, namely, service quality. The actions taken by the village government aim to accelerate the realization of a good governance system. This is related to the many complaints from the public regarding the quality of services provided by village officials (Junus et al., 2025). Problems in these services are a negative impact of village government management, which results in low quality of public services (Suryani, 2019).

The lack of services provided by village staff has led to low public trust and participation in every government program. Residents feel uncomfortable when handling administrative matters, such as office opening hours and complicated processes, which reflect poor official performance. This is also related to maladministration practices in the provision of services through direct interactions, resulting in special treatment that violates administrative regulations. Maladministration is one of the problems in bureaucracy. Furthermore, the situation that has occurred during the regional autonomy era has not met the goal of providing efficient and effective services to the public. The quality of public services can be used as a measure to assess government performance in Indonesia. Therefore, public service issues need to be resolved, as they can disrupt the effectiveness of village governance (Giyanto, n.d.).

The purpose of this study is to determine the role of the Tenilo Village Government, Tilamuta District, in improving the quality of administrative services at the village office.

The main focus of this study is directed at analyzing existing administrative service practices and the village government's strategic efforts to encourage overall service quality improvement. Furthermore, this study also aims to identify internal and external factors influencing the implementation of administrative services, both from the government and the community perspectives. Various obstacles, such as budget limitations, village officials' skills, service facilities, and the level of community participation, provide important contexts for a deeper understanding (Vestikowati et al., 2020).

2. RESEARCH METHODS

This study employed a descriptive qualitative method. Qualitative methods were chosen because they provide an in-depth understanding of social phenomena, including informants' behavior, perceptions, and views regarding the quality of administrative services at the Tenilo Village Office. Descriptive research was chosen to depict real, systematic, and factual conditions on the ground. Data collection was conducted through observation, in-depth interviews, and documentation involving various informants, such as the Village Head, Village Secretary, Village Consultative Body (BPD), village officials, and community members receiving administrative services. Data sources consisted of primary data in the form of direct interviews and secondary data in the form of village government documents and service regulations. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing, thus presenting structured and relevant information to the research focus (Agustianti et al., 2022).

3. RESEARCH RESULTS AND DISCUSSION

A. The Role of Village Government in Improving the Quality of Administrative Services at the Tenilo Village Office, Tilamuta District

Administrative services in Tenilo Village are closely linked to the community. Providing good public services is a crucial part of government, whether at the national, regional, or local level. The way the government delivers public services also reflects the principles of good governance, which means that improving the quality of public services is a top priority and reflects the nation's image. Therefore, it is the government's primary responsibility to regulate, provide, or deliver quality public services to the community. The state has an obligation to serve all citizens and residents so that their basic rights and needs are met through public services, in accordance with Law Number 6 of 2014 concerning Villages and Law Number 25 of 2009 concerning Public Services (Akbarudin, 2024).

This study aims to determine the role of the village government in improving the quality of service and administrative services at the Tenilo village office. In this case, the researcher uses Total Quality Service (TQS). TQS is a management approach that focuses on improving the quality of services provided to the community. Total Quality Service requires a holistic approach that includes strategies, organizational systems, and human resource management that are integrated with each other to improve service quality sustainably. By paying attention to these three components, an organization can provide better services and increase community satisfaction. This concept emphasizes continuous improvement in all aspects of service, from strategy to human resources. The following is an explanation of the three main components in TQS: Strategy, Organizational Systems, and Human Resources (Mozin & Isa, 2023).

1. Strategy

Strategy focuses on developing a long-term plan to provide superior service. Strategy begins with a clear understanding of the community's needs and desires.

The primary goal of strategy is to achieve community satisfaction. To determine the strategies implemented by the village government to improve the quality of service at the Tenilo village office, researchers interviewed the Tenilo village head. The question asked was what strategies the village government has implemented to improve the quality of administrative services. The following is the result of the interview with the Tenilo village head, Mr. Rahman Ishak:

"We, the village officials and I, as the village head, have made efforts to facilitate village office facilities and infrastructure such as laptops, printers, and waiting rooms for visiting residents. We, the village government, also hold forums or village meetings to listen to community aspirations regarding community services and needs." (RH. February 2025)

In line with the village head's statement above, the Tenilo village secretary, Mr. Farmenas Balaati, also said:

Currently, there have been many advances that make services easier, such as the use of electronic devices like computers, Wi-Fi, and printers to assist with public document management. We also strive to provide the best service to the public and convey information clearly so that they can quickly understand what we are conveying." (FB. February 2025).

Based on the interview results, it can be concluded that the challenges faced by the Tenilo Village government in implementing administrative service strategies lie in several factors. Limited village budgets are a major obstacle to realizing the facility improvements and staff training necessary to improve service quality. Without sufficient funding, efforts to improve infrastructure or provide optimal training are difficult. Furthermore, the uneven quality of human resources is also a challenge, given that not all village officials have the same skills in using technology or performing service tasks to expected standards (Hajar et al., 2021).

2. Organizational System

The organizational system encompasses the structures and processes used to support consistent and effective service quality. Every part of the organization must function to ensure the best possible service to the community. To learn more about the organizational system in place at the Tenilo village office and whether it is effective in improving the quality of service to the community, the researchers interviewed Mr. Rahman Ishak, the village head of Tenilo. He stated:

"The organizational structure or governance structure of Tenilo village has been divided and formed, they have also carried out their respective duties and functions, and we, the village government, also work together to provide good and quality services to the community. In line with my mission as village head in point one, namely "improving excellent service to the community", I am obliged to motivate all village officials in providing the best service to the community." (RH. February 2025)

Apart from that, the secretary of Tenilo village, Mr. Farmenas Balaati, added that, regarding the statement above, he said that:

"We, the Tenilo village government, have formed a collaborative work team. Team formation is crucial for solving complex problems. For example, a team consisting of representatives from the administration, development, and welfare sectors can address issues involving multiple aspects. Good communication within the organization and between village governments is crucial." (FB, February 2025).

Based on the interview results, it can be concluded that regulations and administrative procedures play a strategic role in supporting the effectiveness of public services at the Tenilo Village Office. All informants stated that regulations serve not only as a legal basis but also as technical guidelines that assist village officials in carrying out their duties in an orderly, focused, and standardized manner. Standardized administrative procedures facilitate both officers and the public because each party understands the flow, requirements, and service steps that must be met (Putra, 2017).

3. Human Resources

Human resources are crucial for improving the quality of administrative services at the Village Office. Skilled, professional, and well-versed human resources can ensure every administrative process runs smoothly, efficiently, and achieves its objectives. It's crucial to ensure all village officials possess the necessary skills for their duties and functions. Therefore, researchers interviewed with the Tenilo village head, Mr. Rahman Ishak. He stated:

"In my view, the competence of village officials is a crucial element in improving the quality of administrative services. Although most village officials already possess the basic competencies required for their duties and functions, there is still room for improvement and capacity building. Some village officials may still require additional training, particularly in information technology and more efficient administrative management." (RI, February 2025)

In line with the statement of the village head above, the following is the statement of the secretary of Tenilo village, Mr. Farmenas Balaati:

"I believe that most village officials in Tenilo already possess the competencies appropriate to their respective duties and functions. However, I also recognize that in some areas, particularly those related to technological developments, some village officials still need to improve their skills." (FB, February 2025).

Based on interviews with the village head, village officials, and the community, it can be concluded that the quality of human resources (HR) significantly influences the smooth running of administrative services in Tenilo Village. The village head and village secretary emphasized the importance of village officials' competence in carrying out their duties, particularly in understanding their main duties and functions, and the ability to adapt to technological developments. They also highlighted the importance of training and capacity building for village officials to avoid service delays and administrative errors that could undermine public trust in the village government. The Head of Service and the Chairperson of the Village Consultative Body (BPD) echoed this sentiment, believing that qualified HR can improve service efficiency, while less competent HR can hinder the administrative process (Putri et al., 2023).

The research results show that the Tenilo Village Government, Tilamuta District, has fulfilled its role in improving the quality of administrative services to the community through various service strategies and approaches. This is indicated by the village government's commitment to providing supporting facilities for services, dividing village officials' tasks, improving friendly service attitudes, and building good internal coordination within the work environment. However, this study also identified several challenges and obstacles that impact the effectiveness of service delivery at the village level (Saidin et al., 2024).

Based on observations and direct interviews in the field, the village government has acted as a facilitator, providing facilities and infrastructure to support the implementation of administrative services. Service equipment such as computers, printers, and administrative rooms is available and functioning well, making the community feel more comfortable when handling correspondence. However, the availability of these facilities still faces technical obstacles in the form of poor internet quality and power outages, resulting in hampered and suboptimal digital service processes. These network problems are caused by the village's geographical location between mountains and the sea, making it difficult for service devices to access signals. These obstacles emphasize that the availability of physical facilities alone is not enough to create fast and efficient services (KINDANGEN et al., 2018).

As a mobilizer, the village government has demonstrated good internal coordination through regular roll calls, evaluation meetings, and cross-sectoral communication. This has had a positive impact on the regularity of administrative services. However, efforts to involve the community in village deliberation forums remain hampered by low citizen participation. Some residents do not attend village meetings or provide insufficient input on service improvements. Lack of administrative awareness, personal busyness, and reluctance to participate in decision-making are the main contributing factors to low community participation. Community involvement in the service improvement process is crucial, as responsive public services require direct input from service users (Taufiq et al., 2019).

Furthermore, in its regulatory function, the village government has established a clear division of tasks, a well-organized organizational system, and administrative service procedures that are easily understood by the public. This increases transparency and public trust in village officials. Administrative services such as the issuance of domicile certificates, business permits, and population documents are considered more orderly and faster. However, in its implementation, some regulations are still hampered by technical obstacles such as power outages, limited supporting equipment, and a lack of mastery of information technology by some village officials.

Another aspect considered in the discussion of the research findings is the quality of human resources (HR). Interviews with the community revealed that not all village officials possess equal skills in using computers and digital administration technology. This imbalance in skills results in certain services being performed only by certain, more competent employees. Consequently, when these employees are not in the office, service delivery is delayed. This indicates that continuous human resource capacity building is essential, particularly in addressing the demands of digitalizing public services (Suryandari et al., 2023).

In addition to human resources and technology, research has found that budget constraints are a major obstacle to improving the quality of administrative services. Village budgets must be allocated to several other priorities, such as physical development, community empowerment, and social assistance. Consequently, human resource training programs, service facility upgrades, and digital system development cannot be fully implemented. This situation is reinforced by statements from village officials and the community, who stated that service improvement plans often take time to materialize due to the need for subsequent budget allocations (Tabo et al., 2022).

From a public service perspective, low public participation is also an external factor that slows down improvements in service quality. Communities are less involved in providing input, do not regularly attend village meetings, and are less concerned with administrative procedures. This makes it difficult for village governments to tailor services to the community's actual needs. Public engagement is crucial in the feedback process regarding the quality of service they experience (Arsjad et al., 2024).

Overall, the results of this study indicate that improvements in the quality of administrative services in Tenilo Village have shown positive developments, particularly in aspects of service convenience, speed of administrative processes, and the friendly and communicative attitude of officers. The community acknowledged that the services they receive are now much clearer, easier to understand, and more professional than before. However, several aspects still require improvement, particularly in network infrastructure support, equal distribution of employee technical skills, and strengthening community participation. Thus, the discussion can be concluded that improving the quality of administrative services is a process that requires not only the commitment of the village government, but also the support of human resources, technology, infrastructure, and active community involvement so that services can run effectively and sustainably according to modern public service standards (Indrawati et al., 2025).

4. CONCLUSION

The Tenilo Village Government is advised to improve the capacity of village officials through ongoing training, particularly in information technology, to support digital-based administrative services. Furthermore, improving supporting facilities, such as internet access and backup power sources, requires attention to ensure optimal service delivery without technical issues. The village government also needs to allocate a more proportionate budget to administrative service needs to effectively implement facility and system development.

Community participation in village activities needs to be increased, as active involvement will strengthen the evaluation process and adjust services according to needs. Local governments are expected to provide support through technical guidance and additional facilities. Future researchers are expected to expand the study with different methods and variables to obtain a more comprehensive picture of village administrative services.

5. BIBLIOGRAPHY

Agustianti, R., Nussifera, L., Wahyudi, Angelianawati, L., Meliana, I., Sidik, E. A. ni, Nurlaila, Q., Simarmata, N., Himawan, I. S., Pawan, E., & Ikhram, F. (2022). Metode penelitian kuantitatif & kualitatif. In *Tohar Media* (Issue Mi). <http://repository.uki.ac.id/10956/1/MetodePenelitianKuantitatifdanKualitatif.pdf>

Akbarudin, A. (2024). PENTINGNYA TATA KELOLA PEMERINTAHAN DESA DALAM PRAKTIK PELAYANAN PUBLIK MEMBANGUN INTEGRITAS DAN AKUNTABILITAS. *Journal Politics and Government*, 1(2), 193–202.

Arsjad, M. F., Syukran, M., Austin, T., Tabo, S., & Nuna, M. S. (2025). Analisis Kebijakan Dalam Implementasi Desa Anti Korupsi Di Tingkatan Pemerintah Desa Tabongo

Timur. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 12(2), 732–746. <https://doi.org/10.37606/publik.v12i2.1814>

Arsjad, M. F., Syukran, M., Tabo, S., Biongan, A., & Nuna, M. S. (2024). Implementasi PERMENDES PDTT Nomor 2 Tahun 2016 Tentang Indeks Desa Membangun. *Jurnal Reinventing*, 6(1), 153–164.

Giyanto, G. (n.d.). *PENINGKATAN SISTEM TATA KELOLA ADMINISTRASI DESA DALAM PENYELENGGARAAN PEMERINTAH DESA AMBULU KECAMATAN AMBULU KABUPATEN JEMBER*.

Hajar, S., Ali, K., Saputra, A., Hajar, S., Ali, K., & Saputra, A. (2021). Optimalisasi Pelayanan Publik dalam Tata Kelola Pemerintahan Desa di Desa Pematang Johar. *Jurnal Ilmiah Muqoddimah: Jurnal Ilmu Sosial, Politik Dan Humanioramaniora*, 6(1), 136–142.

Indrawati, I., Radjak, K. D., & Gani, I. (2025). Peran Pemerintah Desa dalam Meningkatkan Kualitas Pelayanan Administrasi di Kantor Desa Tenilo Kecamatan Tilamuta. *WISSEN: Jurnal Ilmu Sosial Dan Humaniora*, 3(2), 170–179.

Junus, D., Nuna, M., Hiola, A. S., Podungge, A. W., Napir, S., Hunawa, R., Sahi, N. A., Arsjad, M. F., Tabo, S., & Walahe, D. (2025). Pendampingan penyusunan rancangan peraturan desa (ranperdes) di desa bontula kecamatan asparaga kabupaten gorontalo. *Insan Cita: Jurnal Pengabdian Kepada Masyarakat*, 7(1), 710–718.

KINDANGEN, I. L., PANGKEY, M., & TAMPOONGANGOY, D. (2018). Tata Kelola Administrasi Desa Dalam Penyelenggaraan Pemerintahan Desa Mundung Satu Kecamatan Tombatu Timur Kabupaten Minahasa Tenggara. *Jurnal Administrasi Publik*, 4(51).

Mozin, S. Y., & Isa, R. (2023). Optimalisasi pelayanan publik dalam tata kelola pemerintahan desa. *Jurnal Pengabdian Masyarakat Bangsa*, 1(4), 150–155.

Munsarlo, M., Hardianto, W. T., & Rohman, A. (2024). *Peran Pemerintah Desa Dalam Pelaksanaan Pelayanan Administrasi di Desa Sumbersekar Kecamatan Dau Kabupaten Malang*. Fakultas Ilmu Sosial dan Ilmu Politik Universitas Tribhuwana Tunggadewi.

Pertiwi, A., Dema, H., Mustanir, A., & Anugrah, E. (2021). Penerapan E-Government Dalam Mewujudkan Transparansi Tata Kelola Pemerintahan Desa (Studi Pada Pemerintahan Desa Bulo Timoreng). *PRAJA: Jurnal Ilmiah Pemerintahan*, 9(3), 130–139.

Putra, H. S. (2017). Tata kelola pemerintahan desa dalam mewujudkan good governance di desa kalibelo kabupaten kediri. *Jurnal Politik Muda*, 6(2), 110–119.

Putri, F. D. W., Azarah, A. Y., & Agustina, R. D. (2023). Peran perangkat desa dalam menjaga stabilitas sosial dan memberikan pelayanan publik di Desa Jubung. *Khatulistiwa: Jurnal Pendidikan Dan Sosial Humaniora*, 3(4), 230–247.

Rahyunir, M. H., & Zulherawan, M. Z. M. (2025). Peran Sekretaris Desa Dalam Upaya Peningkatan Penyelenggaraan Pemerintahan Desa (Studi Desa Binamang Kecamatan XII Koto Kampar). *Jurnal Kajian Pemerintah: Journal of Government, Social and Politics*, 11(1), 116–124.

Saidin, S., Wati, A. M., & Pratama, R. A. (2024). Fungsi Pemerintah Desa dalam Meningkatkan Kualitas Pelayanan Administrasi Pertanahan: Studi Desa Alebo Kecamatan Konda. *PAMARENDIA: Public Administration and Government Journal*, 4(1), 63–74.

Suryandari, K. A., Mufliah, L., & Mukhlis, M. (2023). PENINGKATAN SISTEM TATA KELOLA ADMINISTRASI DESA DALAM PENYELENGGARAAN

PEMERINTAH DESA MARGOSARI KECAMATAN METRO KIBANG KABUPATEN LAMPUNG TIMUR. *Jurnal Pengabdian Kepada Masyarakat Sakai Sambayan*, 7(3), 194–198.

Suryani, D. A. (2019). Peran Pemerintah Desa Panggunharjo Bantul Dalam Mewujudkan Good Governance Melalui Pengembangan Sistem Informasi Desa. *Journal of Public Administration and Local Governance*, 3(1), 52–69.

Tabo, S., Nursafitra, M., & Biongan, A. (2022). *Peranan Pemerintah Daerah Dalam Pengentasan Kemiskinan Di Desa Huidu Kecamatan Limboto Barat Kabupaten Gorontalo 123 Universitas Negeri Makassar Gorontalo 4 Universitas Pendahuluan Di negara setiap proses suatu di tentunya untuk laksanakan setiap negara b.* 2, 1–14.

Taufiq, O. H., Yuliani, D., & Hermawandi, D. (2019). Tata Kelola Pemerintah Desa Berbasis E-Government Menuju Good Governance. *Dinamika: Jurnal Ilmiah Ilmu Administrasi Negara*, 6(1), 145–152.

Vestikowati, E., Endah, K., & Hidayat, E. S. (2020). Peningkatan Kapasitas Aparatur Pemerintah Desa melalui Pelatihan Administrasi Pemerintahan di Desa Karangpaningal Kecamatan Tambaksari Kabupaten Ciamis. *Abdimas Galuh*, 2(2), 121–128.

Wiranata, A. A., Isabella, I., & Kencana, N. (2019). Peran Pemerintah Desa dalam Meningkatkan Pelayanan Administrasi kepada Masyarakat Desa Mekar Jaya Kecamatan Keluang Kabupaten Musi Banyuasin. *Jurnal Pemerintahan Dan Politik*, 4(3).