

The Role of the Sub-district Head in Realizing Good Governance in the Cikeusik Sub-district Government, Pandeglang Regency

Sugiyatno, Widyanani, Sri Mulyani

Departement of Public Administration, Banten Raya College of Social and Political Sciences (STISIP), Indonesia

Email Correspondence: sugiyatnoici15@gmail.com

Abstract

This study examines the role of the Sub-district Head (*Camat*) in realizing Good Governance within village-level administration and explores forms of synergy with stakeholders in Cikeusik Sub-district. The research addresses the following questions: how the Sub-district Head—as the head of the local administration—fulfills the role of realizing good governance; what options are selected to achieve this; and what forms of synergy are established. A qualitative research approach was employed, utilizing data collection methods such as interviews, documentation review, and observation. The study uses Good Governance theory as its analytical framework. The findings indicate that: 1) The Sub-district Head holds roles, duties, and authority regarding the management, guidance, and regulation of sub-district administration; consequently, the Head bears responsibility for realizing good governance in Cikeusik Sub-district through village community participation, transparency regarding performance, and full accountability in their role as the head of administration; and 2) The Sub-district Head must also be capable of fostering synergy with village-level stakeholders. This is evidenced by collaborative efforts with the village community in development projects, such as the construction of irrigation channels. It is concluded that the current Sub-district Head of Cikeusik is actively attempting to implement Good Governance principles within the sub-district administration, evidenced by improved services and administrative processes under their leadership, as well as the synergy established within the bureaucratic environment.

Keywords: Sub-district Head (*Camat*), Good Governance, Government, Sub-district

Introduction

Good governance is a concept of government administration that emphasizes sound management through the application of principles such as democracy, transparency, accountability, effectiveness, efficiency, and compliance with laws and regulations (Sutrisna & Setiawati, 2023). This concept serves as a crucial foundation for establishing a government capable of delivering optimal public services and building public trust in government institutions. The implementation of good governance aims to create a government that is clean, authoritative, and responsive, while remaining free from practices of corruption, collusion, and nepotism (Maranjaya, 2022).

The principles of good governance include public participation, the rule of law, transparency, responsiveness, consensus orientation, equity and equality, effectiveness and efficiency, accountability, and strategic vision (Mulyadi et al., 2024). These principles are interconnected, working together to create a system of governance capable of meeting the community's needs in a fair and sustainable manner. Consequently, every government official is required to apply these principles in the execution of their duties and functions (Miranti, 2024).

A key element in the implementation of good governance is effective leadership at every level of government. Leaders are expected to possess integrity, a sense of responsibility, communication skills, and a commitment to serving the public (Solikin et al., 2017). Effective leadership focuses not only on achieving organizational targets but also on fostering public participation, establishing transparent governance, and making decisions in a fair and accountable manner (Ginting & Haryati, 2012).

Within the local government structure, the **Camat** (sub-district head) plays a strategic role as both the leader of the sub-district and an official of the regency or city government. By virtue of their authority, the **Camat** is responsible for coordinating government administration, development, community guidance, and public service delivery within the sub-district (Deswandi, 2016). Through the execution of these duties, the sub-district head (**camat**) becomes a key actor in realizing the principles of good governance at the sub-district level, given their direct interaction with the community and village or urban village governments (Supriatna, 2020).

The role of the sub-district head in achieving good governance is manifested not only through the administration of government affairs but also through efforts to improve the quality of public services (Ambarita et al., 2024), encourage community participation in development, oversee the implementation of government programs, and ensure that all governmental activities comply with statutory regulations. Successful execution of these duties fosters greater public trust in the government and leads to effective and accountable governance (Dwiyanto, 2021).

Nevertheless, the implementation of good governance in government administration still faces various challenges. These obstacles include limited human resources, low community participation, suboptimal inter-agency coordination, inadequate facilities and infrastructure, and the less-than-optimal execution of development programs and public services (Simarmata & Sutrisno, 2022). Consequently, the goal of establishing effective governance that prioritizes the public interest has not yet been fully realized.

Given these circumstances, research is needed to examine the role of the sub-district head (**Camat**) in applying the principles of good governance and to identify the various obstacles encountered during implementation. This study aims to provide an overview of good governance implementation at the sub-district level and serve as a basis for evaluating and improving the quality of local government administration.

The study was conducted in Cikeusik Sub-district, Pandeglang Regency—a sub-district actively striving to implement good governance principles in its administration. However, various issues persist in practice, particularly regarding the effectiveness of public services and the suboptimal execution of development initiatives. Against this backdrop, the study is titled "The Role of the Sub-district Head in Realizing Good Governance in Cikeusik Sub-district, Pandeglang Regency." The research focuses on: (1) the role of the sub-district head in realizing good governance in Cikeusik Sub-district, Pandeglang Regency; and (2) the obstacles faced by the sub-district head in this endeavor. The study aims to analyze the sub-district head's role in realizing good governance and to identify the challenges encountered during its implementation in Cikeusik Sub-district, Pandeglang Regency.

Method

This study employs a qualitative approach with a descriptive research design (Sugiyono, 2014). The qualitative approach was selected because the aim is to gain an in-depth understanding of phenomena occurring in the field under natural conditions, without manipulating the research subjects (Sugiyono, 2018). Through this approach, the researcher seeks to comprehensively describe the role of the District Head (**Camat**) in realizing good governance in Cikeusik District, Pandeglang Regency, and to identify the factors that either

facilitate or hinder the execution of this role. Descriptive research is utilized to systematically describe the facts, events, and conditions at the research site, thereby providing a complete picture of how good governance principles are implemented in district-level administration. Data collection was conducted through observation, interviews, and documentation—methods outlined by Sugiyono (2018)—ensuring that the data obtained accurately reflects empirical conditions and actual facts on the ground.

Research informants were selected purposively, based on the consideration that they possess the knowledge, experience, and direct involvement regarding governance administration in Cikeusik District. Drawing on Afrizal (2016), informants are defined as individuals who provide information about themselves, others, or events relevant to the research focus through in-depth interviews. In this study, the informants fall into three categories: key informants—specifically the Cikeusik District Head, as the leader of district-level administration; primary informants—the District Secretary and Cikeusik District staff responsible for public services; and additional informants—residents of Cikeusik District who have received services at the district office. Selecting these three groups of informants is expected to yield diverse information, thereby allowing for a more objective and comprehensive depiction of how the District Head's role is carried out in the pursuit of good governance.

To ensure data validity, this study employs triangulation, a technique aimed at enhancing the credibility of the research findings by comparing data derived from various sources and collection methods. The triangulation methods employed included source triangulation—comparing information obtained from the District Head (*Camat*), the District Secretary, staff members, and the community—and technique triangulation, which involved comparing interview results with data from observations and documentation. Once all data had been collected, the researcher conducted an analysis using an interactive analysis model comprising four stages: data collection, data reduction, data presentation, and conclusion drawing or verification. Through these stages, the collected data were systematically analyzed to generate findings that explain the District Head's role in realizing good governance in Cikeusik District, Pandeglang Regency, as well as the various obstacles encountered during its implementation.

Result and Discussion

The guidance provided by the Sub-district Head (*Camat*) to village governments is mandated by laws and regulations governing the administration of regional and sub-district government. The Sub-district Head serves as a regional government official tasked with assisting the Regent (*Bupati*) in coordinating governance, development, and public services within the sub-district area. In carrying out these duties, the Sub-district Head acts not only as a coordinator but also as a mentor to village governments, ensuring that village administration operates in accordance with applicable legal provisions. This guidance aims to enhance the capacity of village officials, enabling them to deliver services that are effective, accountable, and oriented toward the public interest.

From a legal standpoint, the guidance provided by the Sub-district Head is grounded in Government Regulation Number 19 of 2008 concerning Sub-districts, which was subsequently refined by Government Regulation Number 17 of 2018 concerning Sub-districts. Both regulations authorize the Sub-district Head to provide guidance and supervision regarding village administration within their jurisdiction. The forms of guidance include providing direction, supervision, facilitation, consultation, and coordination, as well as evaluating various issues faced by village governments. This legal framework ensures legal certainty for the guidance process and serves as a guideline for the Sub-district Head in executing their coordinating function.

In practice, the guidance provided by the Sub-district Head is implemented through various administrative and technical activities. The Sub-district Head provides direction to village governments regarding regulatory changes or updates related to village administration, ensuring that all implemented policies remain compliant with statutory regulations. Additionally, the Sub-district Head facilitates village administrative operations, assists in aligning village development planning documents with regional development policies, and provides support in the preparation of village financial reports to ensure adherence to principles of transparency and accountability. These activities are expected to improve the quality of village governance, thereby supporting the realization of good governance.

The implementation of this guidance also positions the Sub-district Head as a facilitator who assists village governments in resolving various administrative and technical obstacles encountered during the administration of government affairs. Through coordination forums, guidance meetings, consultations, and field monitoring, the Sub-district Head (*Camat*) can provide solutions to various issues that arise—such as the formulation of development programs, village financial management, and the delivery of public services. Consequently, this guidance function goes beyond mere oversight of village government operations; it serves as a supportive process aimed at enhancing institutional capacity and the competence of village officials.

The relationship between the sub-district government and the village government regarding this guidance is consultative and coordinative in nature, rather than a hierarchical one where the Sub-district Head acts as the direct superior of the Village Head. The Village Head holds authority derived from statutory regulations and bears responsibility for village governance, while the Sub-district Head plays a role in providing guidance, coordination, and facilitation to ensure that village governance operates in accordance with applicable regulations. This partnership-based relationship exemplifies the principles of good governance by fostering effective communication, inter-institutional cooperation, and improvements in public service quality and community-oriented development.

However, the Sub-district Head's efforts to provide guidance and achieve good governance in Cikeusik Sub-district have not yet been fully optimized due to various obstacles affecting the effectiveness of this support for the village government. Although the Sub-district Head has carried out guidance functions—including coordination, supervision, consultation, and evaluation—these activities have not been implemented consistently. This situation is influenced by regulatory factors, resource limitations, geographical conditions, and the level of cooperation from the village government. These obstacles have resulted in less-than-optimal support for village governance and the implementation of development programs within Cikeusik Sub-district.

One hindering factor is the lack of detailed technical guidelines regarding the implementation of guidance and supervision by the Sub-district Head (*Camat*). Although Government Regulation Number 17 of 2018 authorizes the Sub-district Head to provide guidance to village governments, the regulation does not specify the mechanisms, schedules, or frequency of such guidance to be carried out annually. Consequently, the intensity of this guidance relies heavily on the policy and discretion of each Sub-district Head and is adapted to local conditions. Furthermore, the Sub-district Head faces a heavy workload, having to perform various functions—including governance, development coordination, administrative services, and the maintenance of public peace and order—alongside other duties delegated by the Regent. This demanding array of responsibilities limits the time available for conducting direct, on-site guidance across all villages.

Another obstacle stems from the geographical conditions of Cikeusik Sub-district, which covers a vast administrative area with diverse terrain. The sub-district oversees 14 villages scattered across distant locations; some areas are relatively difficult to access and are

affected by water-based terrain. The travel time from the sub-district office to certain villages is significant, thereby reducing the frequency of guidance visits and field monitoring. These limitations regarding transportation access and geography pose a distinct challenge for the Sub-district Head in ensuring that all villages receive equitable and sustainable guidance.

Beyond regulatory factors, workload, and geography, the attitudes of some village heads also hinder the guidance process. Field observations reveal that some village heads are not fully proactive in communicating or consulting with sub-district authorities when facing administrative issues or challenges in village governance. This lack of initiative to consult often delays the resolution of various problems, potentially compromising the quality of public services and village development efforts. Therefore, a shared commitment between the sub-district and village governments is essential to foster more intensive communication, improve coordination, and strengthen partnerships; this will ensure that guidance activities are more effective and support the realization of good governance principles in Cikeusik Sub-district. The human resource capacity of village officials is a critical factor determining the success of village governance and the implementation of good governance principles. Officials possessing adequate competence, knowledge, and skills are better equipped to perform administrative duties, deliver public services, and manage village development effectively and accountably. Conversely, low-quality human resources impact village government performance across planning, program implementation, and administrative accountability. Research conducted in Cikeusik District indicates that suboptimal human resource capacity within some village governments remains a significant obstacle to achieving good governance.

One identified issue is the misalignment between officials' competencies and their assigned duties. There are still village heads and officials whose educational backgrounds and technical skills do not fully support the execution of governance tasks. This situation makes it difficult for some officials to comprehend constantly evolving regulations—particularly those concerning village administration, financial management, and the drafting of development planning documents. Consequently, administrative tasks are often not performed optimally, necessitating intensive guidance from the district administration.

The low level of competence among village officials also leads to recurring administrative issues. Errors in drafting administrative documents, delays in meeting administrative requirements, and a lack of understanding regarding work procedures result in ineffective public services. Residents continue to complain that service processes take longer than expected standards dictate. Furthermore, deficiencies in administrative proficiency hinder the implementation of village development programs, as planning, reporting, and evaluation processes cannot be completed on schedule.

Another significant impact is the delay in submitting village financial accountability reports to the sub-district administration. These delays generally stem from the officials' inability to compile reports in accordance with applicable regulations and their limited understanding of village financial administration systems. This situation not only impedes the evaluation and guidance processes conducted by the sub-district but also potentially compromises the accountability and transparency of village financial management. Therefore, efforts to enhance human resource capacity—through continuous education, training, technical guidance, and mentoring—are essential. Such efforts ensure that village officials possess the competence required for governance and can support the realization of good governance principles in Cikeusik Sub-district.

Improving the competence of village officials is a strategic step toward achieving good governance in Cikeusik Sub-district. Research findings indicate that low human resource capacity is a factor hindering the effectiveness of village governance. Consequently, solutions are needed that are not merely short-term but sustainable, involving systematically planned guidance, education, and training. Enhancing official competence is expected to improve

public service quality, boost administrative capabilities, and strengthen accountability in village financial management and development.

One possible measure is the organization of annual technical training sessions. Such training can be conducted through coordination between the Sub-district Head (Camat), the regency government, and the relevant regional government agencies responsible for village governance. The training curriculum extends beyond bookkeeping and the preparation of village financial reports; it also encompasses government administration, the drafting of development planning documents, public service delivery, the utilization of information technology, and an understanding of the latest regulations regarding village governance. Through continuous training, village officials are expected to enhance their technical skills and professionalism in executing their duties, thereby improving the overall quality of village governance.

In addition to support from the local government, enhancing the capacity of village officials requires the village government to exercise autonomy in budget allocation. Village heads are encouraged to optimize the use of the Village Budget (APBDes) to support human resource development programs for village officials. Allocating funds for education, training, technical guidance, and comparative study visits represents a long-term investment that will elevate the quality of village governance. Innovative use of the APBDes demonstrates the village government's commitment to building a workforce that is competent, adaptable to policy changes, and capable of delivering public services more effectively and accountably.

Successfully enhancing the competence of village officials also requires multi-party collaboration involving various stakeholders. Beyond the role of the Sub-district Head (*Camat*) as a supervisor, the mentoring process needs to be reinforced by the regency government, relevant regional agencies, and Village Facilitators (*Pendamping Desa*), as mandated by the Regulation of the Minister of Villages, Disadvantaged Regions, and Transmigration Number 3 of 2025. Village Facilitators play a crucial role in providing ongoing assistance, consultation, and capacity building for village government institutions and administration. Synergy among the Sub-district Head, local government, Village Facilitators, and the village government is expected to create a more effective guidance system, ensuring the continuous improvement of village officials' competence and the optimal implementation of good governance principles in Cikeusik Sub-district.

Conclusion

The role of the sub-district head in realizing good governance in Cikeusik District is a form of implementing government responsibility that is guided by the principles of good governance, namely participation, law enforcement, transparency, responsiveness, orientation to consensus, justice, effectiveness and efficiency, accountability, and strategic vision. These principles are reflected in the implementation of the main duties and functions of the sub-district head as regulated in the applicable laws and regulations. Based on the research results, Wahyu Awaludin, S.E., M.AB as Head of Cikeusik Subdistrict has attempted to carry out his role optimally through coaching village government, coordinating development, improving the quality of public services, as well as supervising the implementation of government programs in the subdistrict area. This performance shows a commitment to creating government administration that is more open, responsible and oriented towards the interests of the community so that it can be said to have fulfilled the category of implementing good governance in carrying out its duties as sub-district head.

Apart from that, the success of realizing good governance in Cikeusik District is also supported by the synergy between the district government and various stakeholders at the village level. This synergy is realized through cooperation in planning and implementing village development, community empowerment, social activities, and efforts to improve

community welfare. The sub-district government does not work alone, but rather involves the village government, community leaders, community institutions, youth and other elements of society in the decision-making process and implementation of development programs. This harmonious cooperation between the sub-district government and the community is an important factor in creating more active community participation, strengthening the sense of ownership of development programs, and increasing the effectiveness of implementing government policies. Thus, synergy between stakeholders in Cikeusik District is one of the main supporters in realizing good governance and sustainable village development.

References

- Afrizal (2016:139), Tentang Informan Penelitian
- Ambarita, A. B., Panjaitan, M., & Degodona, L. P. (2024). Analisis Kinerja Aparatur Pemerintahan Untuk Mewujudkan Good Governance Dalam Meningkatkan Pelayanan Publik Di Kantor Camat Stm Hulu Kabupaten Deli Serdang. *Jurnal Fokus Administrasi Publik*, 1(1), 1-14.
- Deswandi, D. (2016). Tugas Camat dalam Pembinaan Penyelenggaraan Pemerintahan Desa di Desa Pantai Harapan Kecamatan Biduk-Biduk Kabupaten Berau. *Jurnal EJournal Ilmu Pemerintahan*, 4(4).
- Dwiyanto, A. (2021). *Mewujudkan good governance melalui pelayanan publik*. Ugm Press.
- Ginting, R., & Haryati, T. (2012). Kepemimpinan dan konteks peningkatan mutu pendidikan. *Civis: Jurnal Ilmiah Ilmu Sosial dan Pendidikan*, 2(2).
- Maranjaya, A. K. (2022). Good Governance Sebagai Tolak Ukur Untuk Mengukur Kinerja Pemerintahan. *Jurnal Sosial Teknologi*, 2(11), 929-941.
- Miranti, D. (2024). Penerapan Prinsip-Prinsip Good Governance dalam Kaitannya Kepuasan Masyarakat Terhadap Pelayanan Publik: Sebuah Tinjauan Litelatur. *JIMU: Jurnal Ilmiah Multidisipliner*, 2(02), 332-342.
- Mulyadi, D., Ajijah, S. N., Alzaidan, H., Cantika, D., & Ilham, M. (2024). Penguatan Clean and Good Governance dalam Pelayanan Publik melalui Model Edukasi dan Instrumen Kepatuhan Hukum Tata Negara. *Jurnal Dedikasi Hukum*, 4(3), 337-352.
- Simarmata, N. Y., & Sutrisno, E. (2022). Strategi peningkatan kualitas pelayanan publik melalui prinsip good governance di Kantor Kecamatan Rawalumbu Kota Bekasi. *Jurnal Pembangunan dan Administrasi Publik*.
- Solikin, A., Fatchurahman, M., & Supardi, S. (2017). Pemimpin yang melayani dalam membangun bangsa yang mandiri: A serving leader in developing independent nation. *Anterior Jurnal*, 16(2), 90-103.
- Sugiyono (2014), Tentang Jenis Penelitian.
- Sugiyono (2018), Tentang Metode penelitian.
- Sugiyono (2018), Tentang Teknik Pengumpulan Data
- Supriatna, D. (2020). Pembinaan Dan Pengawasan Camat Dalam Penyelenggaraan Pemerintahan Desa Di Kecamatan Tanjungsari Kabupaten Sumedang. *Moderat: Jurnal Ilmiah Ilmu Pemerintahan*, 6(2), 310-330.
- Sutrisna, W., & Setiawati, N. P. A. (2023). Implementasi Prinsip-Prinsip Good Governance Pada Pemerintahan Daerah Dalam Mewujudkan Kesejahteraan Masyarakat. *Jurnal Ilmiah Cakrawarti*, 6(2).