

IMPLEMENTATION OF THE GAMPONG GOVERNMENT PROGRAM IN PROVIDING SERVICES TO THE GAMPONG COMMUNITY LAWE CIMANOK, EAST KLUET DISTRICT, SOUTH ACEH REGENCY

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Article Info

Received: 17 September 2025

Revised: 30 Desember 2025

Accepted: 29 June 2026

Online Version: 30 June 2026

Abstract

This study aims to identify the forms of government administrative services and analyse the obstacles to their implementation in Gampong Lawe Cimanok, Kluet Timur Subdistrict, South Aceh Regency. Using qualitative methods through field research, data were collected directly to understand the reality of public service quality at the research location. The results of the study show that the village government has implemented service programmes based on the principles of convenience, speed, fairness, courtesy, and free of charge. However, the implementation of these programmes faces major obstacles in the form of geographical accessibility, which is far from the sub-district centre (11 km) and regency centre (54 km), as well as limited and inadequate infrastructure and facilities that are not modern. The novelty of this research lies in revealing the gap between the motto of 'fast' service and the reality in the field, which is still limited by infrastructure and geographical factors. These findings contribute to the development of public administration science by emphasising the importance of a holistic approach in assessing service quality, where infrastructure and geographical factors must be critical variables in addition to procedural and human resource factors. In practical terms, the study recommends that the development of public services in remote areas requires policy interventions that focus not only on improving the capacity of the civil service, but also on improving supporting infrastructure and utilising technology to overcome the challenges of distance and isolation.

Keywords: Implementation of Government Programmes, Services, Lawe Cimanok Village



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Journal Homepage	https://journal.nahra.id/index.php/jlgls
How to cite:	Susilawati., & Saddam., (2026). Implementation Of The Gampong Government Program in Providing Services To The Gampong Community Lawe Cimanok, East Kluet District, South Aceh Regency. <i>Journal of Local Government and Law Studies (JLGLs)</i> , 1(1), 1–12. https://doi.org/XX.XXXXXX/ijie.v1i1.1420
Published by:	Yayasan Nahdhah Husnifra AlHurriya

INTRODUCTION

Village governments play a crucial role as the spearhead of public services and the driving force of development at the community level (Hariyanto, 2021). Legal recognition of the existence of villages as legal entities in Law No. 6 of (2014) Regarding villages, this mandates and challenges village governments to independently regulate and manage governmental affairs. However, the reality on the ground shows that the quality of public services in various villages is still not optimal (Hartati et al., 2020; Susilowati et al., 2024). The public often complains about the unresponsive attitude of officials, complicated procedures, and the absence of authorised officers, which results in delays in service (Susanto & Anggraini, 2019). This phenomenon indicates a gap between the ideal legal framework and the practice of service delivery at the village level, making it an important issue to study in order to achieve effective and responsive governance.

Based on the results of the study, the quality of service, productivity, and work performance of the sub-district employees, as well as the general perception of the community, have shown good results (Hidayat, 2016). Nevertheless, continuous improvement and enhancement efforts are still needed to ensure better service quality in the future. These efforts can be realised through the implementation of comprehensive public policies by the Village Government, covering public services, infrastructure development, and community empowerment (Sumarsono et al., 2022). As a concrete example, the implementation of policies in accordance with procedures, supported by good communication and adequate facilities, has been proven to make population services run effectively (Sanditya Rangga et al., 2025).

Previous studies on public services in villages generally focus on procedural aspects and the performance of the apparatus alone. The existing literature tends to ignore contextual factors such as geographical conditions and the availability of supporting infrastructure as variables that affect service implementation. Previous studies also lack an in-depth analysis of the gap between the motto or commitment to service proclaimed by the village government and the reality of its implementation in the field. This gap in the literature ignores the complexity of public service issues in remote areas that have unique characteristics and challenges.

Based on an evaluation of previous studies, this research focuses on the implementation of service programmes in Gampong Lawe Cimanok, a remote location that is significantly distant from the sub-district and district centres. The focus on this specific spatial context is intended to provide a more holistic and contextual understanding of the dynamics of public services in remote areas, while also examining how geographical and infrastructure factors affect the quality of services at the village level.

Based on the identification of gaps between legal expectations and empirical realities, as well as the limitations of approaches in previous studies, this research was designed to answer two main questions. First, what form does the government service programme of Gampong Lawe Cimanok, Kluet Timur Subdistrict, South Aceh Regency take in serving the community? Second, what are the obstacles to the implementation of this service programme? The argument tested in this study states that commitment and service programmes alone are not sufficient to guarantee the quality of public services at the village level without adequate infrastructure support and addressing specific geographical challenges. This study hypothesises that geographical factors and infrastructure limitations are the dominant obstacles affecting the

effectiveness of service programme implementation, even though the village government has adequate commitment and regulations.

LITERATURE REVIEW

The Concept of Village Administration

Village administration is defined as the lowest level of government organisation under the sub-district, which has the authority to regulate and manage the interests of the local community based on their origins and customs (Ira Sandika et al., 2024; Wahyudi & Basid, 2025). Etymologically, the word 'desa' comes from the Sanskrit word 'deca', which means homeland or birthplace (Kemdikbud, 2024). In the Indonesian context, a village is a legal community with defined boundaries and the authority to regulate and manage governmental affairs based on community initiatives, ancestral rights, and/or traditional rights recognised within the Indonesian government system (Barniat, 2019). Specifically in Aceh, villages are called 'gampong', which are the original legal units of Aceh that have existed since before the 16th century (Rahman, 2024).

The duties and functions of the village government include administering government, implementing development, fostering community spirit, and empowering the community (Saftian Alamsyah, 2025; Yuliatin et al., 2025). According to Permendagri Number 84 of (2015), the village head has the function of administering village government, implementing development, fostering community relations, empowering the community, and maintaining partnerships with community institutions. Meanwhile, Elvira et al (2025) and Abang et al (2025) argue that the principles of village administration include participation, law enforcement, transparency, accountability, consensus orientation, fairness, effectiveness, accountability, and strategic vision.

The Concept of Public Service

Public service is defined as any activity intended or aimed at providing satisfaction to others through the fulfilment of customer needs and desires (Apriliana & Sukaris, 2020; Suryantoro & Kusdyana, 2020). According to Law Number 25 of (2009), Public services are divided into three types, namely administrative services, goods services, and services. Services can be provided in three forms: verbal, written, and actions (Istiqomah & Muljanto, 2025; Mursyidah & Choiriyah, 2020). The principles of service include simplicity, clarity, certainty of time, accuracy, security, responsibility, completeness of infrastructure, discipline, politeness, friendliness, and comfort (Anggraini & Sutikno, 2025; Pramesti et al., 2025).

Factors that influence service quality include awareness, rules, organisation, income, skills and abilities, and service facilities. Service quality is measured through a service quality approach that compares reality with consumer expectations. In the context of Islam, services must be carried out with professional principles, trustworthiness, and maintaining a work ethic based on sharia values.

Policy Implementation Concept

Policy implementation is defined as the execution or application of a policy outlined in regulations to achieve predetermined objectives (Desrinelti et al., 2021; Ramdhani & Ramdhani, 2017). Implementation is a series of planned and structured activities to realise policy objectives through effective system mechanisms (Kasmad, 2023; Mamoto et al., 2018). According to Maharaksa et al (2025) and Muadi et al (2016), implementation is one of the stages in policy formulation that includes identification, implementation, and evaluation. Thus, policy implementation is the process of executing a policy in a planned and structured manner through effective system mechanisms to achieve predetermined objectives, as part of the policy formulation stage.

The stages of policy implementation consist of three phases: planning, implementation, and evaluation (Auldrin M. Ponto, 2019; Warman et al., 2023). Planning is the process of making decisions about what needs to be done to achieve objectives (Nizamuddin et al., 2024; Sasoko, 2022). Implementation is the action of a detailed plan (Cristiano Tiwa et al., 2023). Evaluation is the process of assessing the value or results of policy implementation based on predetermined criteria (Alaslan, 2025; Septiansyah, 2025). The success of policy implementation is greatly influenced by policy maturity and target group acceptability. Therefore, the policy implementation stages consist of three main phases, namely planning, implementation, and evaluation, whose success is greatly influenced by policy maturity and target group acceptability.

RESEARCH METHOD

This study examines the implementation of service programmes in Gampong Lawe Cimanok due to the gap between the legal mandate of the Village Law and the reality on the ground. The location was chosen based on its unique geographical characteristics, being 11 km from the sub-district centre and 54 km from the district capital, as well as preliminary findings regarding community complaints about the absence of officials and limited infrastructure. This phenomenon is important to study given the strategic position of the village government as the spearhead of public services. The study uses a qualitative approach with field research to understand the complexity of the issues in depth (Hardani et al., 2020). The data consists of primary data obtained directly from the field and secondary data that serves as supporting evidence. A qualitative approach was chosen because it is capable of revealing the meaning behind phenomena and understanding the perspectives of actors holistically.

Primary data sources were obtained through in-depth interviews with 14 purposively selected informants, including the Keuchik, Village Secretary, Government Affairs Officer, Hamlet Head, and community members. Secondary sources came from primary legal materials such as the 1945 Constitution, Village Law, and Minister of Home Affairs Regulation, as well as other relevant official documents. Data collection techniques used participatory observation, semi-structured interviews, and documentation studies. Observation involved directly observing the service process, interviews used structured guidelines, and documentation collected supporting written data. Data triangulation was conducted to ensure data validity. Data analysis used Miles and Huberman's interactive model through three stages: data reduction by summarising and selecting key points; data presentation in descriptive narratives; and drawing conclusions with continuous verification. The analysis process organised the data into units, synthesised it, and compiled patterns to obtain comprehensive conclusions about the implementation of the service programme.

RESULTS

Based on the results of research conducted in Gampong Lawe Cimanok, it can be understood that the village government has a strategic role in the provision of public services, particularly in the field of government administration. This is in line with the mandate of Law Number 6 of 2014 concerning Villages, which gives villages the authority to regulate and manage the interests of their communities based on their original rights and local customs. Thus, the village government is at the forefront of providing public services that directly address the needs of the community (Hertati et al., 2022; Iza et al., 2022). This study reveals that the implementation of service programmes in Gampong Lawe Cimanok has demonstrated a strong commitment to realising the principles of good governance, despite facing various limitations in terms of resources and infrastructure.

The results of the study indicate that the Lawe Cimanok Village Administration has implemented several public service programmes oriented towards the principles of effectiveness, efficiency, and community satisfaction. These service programmes include:

Easy and Fast Service

The village government strives to provide administrative services such as ID cards, family cards, birth certificates, resident certificates, and certificates of good conduct with simple, fast, and accurate procedures. Speed of service is a priority given the village's geographical location, which is quite far from the sub-district centre (± 11 km) and the district centre (± 54 km). Village officials even directly assist the community in processing population documents so that the community is not burdened by distance and transportation costs. In practice, the village government implements a one-stop service system by shortening the bureaucratic chain and cutting the processing time from 3-5 days to only 1-2 working days. This is in line with the public service theory proposed by Zeithaml, Parasuraman, & Berry in Mursyidah & Choiriyah (2020) that speed and accuracy of service are indicators of service quality.

Fair Service

The principle of non-discrimination is one of the pillars of service at Lawe Cimanok. All members of the community, regardless of social status, personal connections, or economic background, are entitled to the same level of service. This is in line with the principle of equity in public service, which emphasises distributive justice, as outlined by Osborne & Gaebler in (Tarumingkeng, 2006). Interviews with 15 respondents from various socio-economic backgrounds showed that there was no special treatment for certain parties, and all service procedures were applied uniformly. The transparency of the queue list and requirements posted at the keuchik's office is concrete evidence of the commitment to this principle of fairness.

Courteous Service

Village officials always maintain a friendly, polite, and cordial attitude when serving the community. Good service reflects a humanistic public service orientation (Prasodjo, 2017), as emphasised by Soselisa & Puturu (2021) in the concept of New Public Service, that public services must prioritise ethics, friendliness, and respect for the community as citizens, not merely as customers. The findings of the research through participatory observation show that 90% of the community feels comfortable because they are served with a polite attitude and avoid bureaucratic arrogance. Village officials also actively use communicative local language in explaining administrative procedures to residents.

Free Service

All administrative services at the Lawe Cimanok Keuchik Office are provided free of charge. This is in line with the principle of public service in Minister of PAN-RB Regulation No. 15 of (RI, 2014) concerning Public Service Standard Guidelines, which emphasises that service fees must be clear, transparent, and free for some basic services. Villagers acknowledge that there are no illegal fees for document processing, which has fostered public trust in the village administration. The study found that the budget for service operations comes entirely from village funds and the APBG (Village Budget), with transparent accountability through village deliberations.

Innovation in Services Based on Local Wisdom

In addition to the four main programmes above, the study also revealed service innovations that utilise local wisdom. The traditional 'appointment' system through community leaders helps reach elderly citizens and people with disabilities. This mechanism demonstrates creative adaptation to infrastructure limitations by utilising strong social capital in the community.

Thus, it can be concluded that the Lawe Cimanok Village Government has made efforts to provide public services that are easy, fast, fair, polite, and free, despite limitations in terms of resources and infrastructure. These efforts have contributed positively to increasing

community satisfaction and strengthening public trust in the village government. These findings reinforce the theory that local commitment and leadership can overcome infrastructure limitations in the delivery of public services in remote areas.

Although the village government has strived to provide optimal public services, the results of the study show that there are a number of obstacles that affect the effectiveness of service programme implementation. These obstacles can be categorised into several main aspects:

Access Barriers Geography and Infrastructure

Gampong Lawe Cimanok is located quite far from the sub-district centre (11 km) and the district centre (54 km), with roads that pass through mountains and are not yet fully paved. The long distance and winding roads often hinder the smooth running of administrative services that require coordination with the sub-district or district levels. This situation has a significant impact on delays in fulfilling population document requirements and other hierarchical services. Limited transport access, with public transport only running 2-3 times per day, further exacerbates this situation. This is in line with Ariastuti's (2020) findings that geographical factors are one of the important determinants that influence the quality of public services in rural areas

Infrastructure Obstacles

Limited supporting facilities, such as only two computers available for all administrative activities, outdated office equipment, and cramped and inadequate service facilities, are structural obstacles to providing effective and modern public services. Unstable internet connections and frequent technical disruptions hamper the process of sending electronic data to vertical agencies. Village officials have attempted to maximise the available resources by implementing a computer rotation system and utilising personal devices, but the community believes that services would be more optimal if equipped with adequate information technology facilities. Parasuraman's Service Quality Theory in Cahyati Hidayat & Setiawardani (2018) emphasises that tangibles (physical facilities, equipment, and supporting facilities) are an important dimension of public service quality.

Human Resource Constraints

The technical capacity of village officials in mastering information technology is still limited, with only 30% of village officials able to operate digital administration systems. Frequent job rotations at the sub-district level have resulted in a lack of continuity in technical assistance for village officials. The high workload with a limited number of officials (only 5 people to serve 1,200 residents) results in limitations in providing fast and responsive services. Training and capacity building, which are still rare and unsustainable, also affect the quality of services provided.

Administrative and Bureaucratic Barriers

Complex and convoluted administrative procedures at the district level often hinder service delivery at the village level. Suboptimal coordination between village governments and relevant district agencies has resulted in delays in the completion of various administrative matters. Manual and time-consuming data verification and validation mechanisms also slow down the service process. The lack of alignment between village administration systems and those at the sub-district and district levels creates inefficiencies in the service process.

Budgetary and Financing Constraints

The allocation of village funds for the development of service infrastructure is still limited and has not been made a top priority. Delays in the distribution of transfer funds from the district often disrupt service operations. Limited budgets for the maintenance and repair of existing infrastructure mean that service facilities cannot function optimally. High operational costs for coordination with vertical agencies place a burden on village budgets.

Socio-Cultural Barriers

The low level of public understanding of administrative procedures often leads to errors in filling out documents. A strong paternalistic culture sometimes gives rise to expectations of special treatment based on kinship. Limited technological and digital literacy among the public hinders the implementation of digital-based services. Diversity in the level of education among the public requires adjustments in the methods of communication and socialisation of service procedures.

Thus, the obstacles to the implementation of service programmes in Gampong Lawe Cimanok are multidimensional, covering geographical, infrastructural, human resource, administrative, budgetary, and socio-cultural aspects. These factors require a comprehensive approach and synergistic support from the local government, whether through road infrastructure development, the provision of modern public service facilities, capacity building for officials, or the simplification of administrative procedures. Only by overcoming these obstacles in an integrated manner can public services at the village level become more effective, efficient, and satisfactory for the community. These findings reinforce the theory that the successful implementation of public service policies in remote areas requires a holistic approach that takes into account the local context and specific limitations of each region.

DISCUSSION

Based on the results of research and data analysis, this study reveals several important findings that require in-depth discussion in the context of public administration theory and village-level governance. The finding that Gampong Lawe Cimanok has successfully implemented four service programmes (easy and fast, fair, polite, and free) shows the strong commitment of village officials to realising the principles of good governance. This is in line with Denhardt & Denhardt's (2002) theory of New Public Service, which emphasises the values of citizenship, dialogue, and humanistic public service. This success is interesting to study further, given the isolated geographical conditions and limited infrastructure, while also reinforcing Nasir's (2025) research, which concluded that the commitment of village officials can overcome resource constraints in administrative services.

The implementation of free services is concrete evidence of the application of the principle of equity in public services, as stated by Osborne & Gaebler in Akbar (2015). However, the sustainability of this free service financing model needs to be studied in greater depth, given that dependence on village funds and district transfers can cause vulnerability in the long term, as mentioned in the research by Rafiuddin & Ali (2025) that policy maturity and community acceptability are key factors in the sustainability of village service programmes. Findings regarding geographical access barriers and infrastructure reinforce the research by Fadillah et al (2025) and Hombone (2025), which highlight infrastructure limitations as the main obstacle to village services. Adaptive strategies through traditional 'appointment' mechanisms and the utilisation of social capital to overcome these limitations support the research by Pasopati & Basuki (2024) on the determination of geographical factors in the quality of rural public services, while also showing that local innovation can moderate the negative impact of geographical isolation.

Despite facing limitations in infrastructure, the village government was able to maintain service quality, especially in terms of friendliness and politeness. This is in line with Parasuraman's service quality dimension in Cahyati Hidayat & Setiawardani (2018), which states that reliability and assurance can be compensated for through the soft skills of officials even when tangible factors are limited. This finding enriches the literature by showing that in a rural context, human factors can be a substitute for technological and infrastructure limitations. The discrepancy between high service commitment and infrastructure limitations raises important questions about the role of district governments in supporting village-level services, reinforcing the findings of Radjak et al (2024) on the importance of systemic support from the

district level to overcome village limitations. The theoretical implication is that the effectiveness of village services does not only depend on the internal capacity of the village, but also on the integration of multilevel governance service systems

Findings on the mechanism of document processing assistance at the sub-district/district level show that the gampong government functions as a bridge between the community and higher levels of bureaucracy. This role is in line with Suhardono's theory on the facilitator and mobiliser functions of the village government, but in a more complex context due to geographical barriers. This study confirms the importance of a context-specific approach in public administration studies, whereby an effective service model in Lawe Cimanok may not be directly applicable in other villages with different characteristics, thus requiring an approach that is sensitive to the local context.

From this discussion, several critical questions arose for further research on financial sustainability models for free services in remote villages, the extent to which digitalisation can be a solution without neglecting the characteristics of local communities, and how to design an effective multilevel governance model to support remote village services. Based on the research findings and discussions, recommendations can be made to the Lawe Cimanok Village Government to develop a mobile service system, form partnerships with private parties/local enterprises, implement a digital documentation system, and develop a sustainable capacity building programme. The District Government is advised to prioritise the development of road infrastructure and communication networks, simplify administrative procedures, allocate a special budget, and develop technical assistance programmes. For further research, studies are needed on sustainable financing models, comparative studies on the effectiveness of service models, research on the impact of digitalisation, and evaluative studies on the effectiveness of village apparatus assistance programmes. With the implementation of these recommendations, it is hoped that village public services will become more effective, efficient, and responsive to community needs, despite geographical and infrastructure limitations.

CONCLUSION

Based on comprehensive research and data analysis, it can be concluded that the Lawe Cimanok Village Government has successfully implemented a public service programme that prioritises the principles of good governance through four main pillars, despite facing significant geographical and infrastructural challenges. This success is mainly supported by the strong commitment of village officials and a humanistic approach to service, which is able to compensate for limited infrastructure through the optimisation of social capital and adaptive mechanisms such as the traditional 'appointment' system. However, the research findings also reveal the vulnerability of the free service model's sustainability due to its dependence on external fund transfers, as well as the need for systemic support from the district government in terms of infrastructure, funding, and technical assistance to ensure the sustainability of service quality.

Based on these findings, strategic measures are recommended, including the development of a financial sustainability model through partnership schemes with the local private sector and limited cross-subsidies, optimisation of technology through the implementation of a simple digital documentation system and the development of SMS-based mobile applications, and capacity building for officials through tiered training programmes and an adequate reward system. In addition, it is necessary to enhance multilevel governance collaboration through the simplification of administrative procedures and special budgeting for rural infrastructure, as well as further research related to comparative studies of service models and evaluation of the effectiveness of traditional mechanisms in the context of service modernisation. The implementation of these recommendations is expected to realise a sustainable village service model that is responsive to community needs, while overcoming the challenges of geographical isolation and infrastructure limitations, which are the main obstacles.

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