

ABSTRAK

Kadek Dwindu Yudha Pratama. Tata Kelola Pemerintahan Desa Baktiseraga Sebagai *Best Practice Good Governance* Di Kabupaten Buleleng. Singaraja. Program Pascasarjana Universitas Pendidikan Ganesha. 2026.

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Kata Kunci: Baktiseraga, GCF, *Governance*, Pentahelix, Transparansi

Penelitian ini bertujuan untuk menganalisis secara komprehensif model tata kelola pemerintahan di Desa Baktiseraga sebagai *best practice* penerapan *good governance* di Kabupaten Buleleng. Secara spesifik, kajian ini mengeksplorasi penerapan prinsip-prinsip *good governance*, mengevaluasi kapasitas tata kelola berdasarkan *Governance Capacity Framework* (GCF), mengidentifikasi hambatan implementasi, serta merumuskan upaya pemerintah desa dalam mengatasi hambatan tersebut.

Penelitian kualitatif deskriptif dengan desain studi kasus ini dilaksanakan di Desa Baktiseraga, Kabupaten Buleleng. Subjek penelitian terdiri atas 15 informan yang dipilih melalui *purposive sampling* berbasis model unsur Pentahelix. Sumber data primer dan sekunder dikumpulkan menggunakan wawancara mendalam semi-terstruktur, observasi *non-partisipan*, studi dokumentasi, serta survei daring. Instrumen penelitian disusun merujuk pada 27 indikator GCF dengan keabsahan data (*trustworthiness*) yang dipastikan melalui triangulasi sumber, member checking, uji kredibilitas, keteralihan, kebergantungan, dan kepastian. Analisis data dioperasikan melalui model interaktif yang mencakup tahapan reduksi data (*coding*), penyajian data, dan penarikan simpulan secara berulang hingga mencapai saturasi data.

Hasil penelitian menyimpulkan bahwa tata kelola Desa Baktiseraga telah diterapkan secara optimal berlandaskan prinsip *good governance*, yang secara kuat ditopang oleh transparansi dialogis, partisipasi sukarela masyarakat (ngayah), dan responsivitas birokrasi digital (*agile bureaucracy*). Namun demikian, implementasi ini masih menghadapi hambatan berupa sindrom *one-man show* pada figur pimpinan, beban kerja ganda aparatur, dan disrupsi konsumsi informasi publik. Sebagai saran, pemerintah desa direkomendasikan untuk segera mengodifikasi inovasi tata kelola digital ke dalam instrumen hukum Peraturan Desa (Perdes), mengembangkan dashboard pemantauan *real-time*, menata pembagian tugas layanan digital, serta memperkuat kapasitas tokoh masyarakat sebagai agen kolaboratif penggerak swadaya.

ABSTRACT

Kadek Dwindha Yudha Pratama. Baktiseraga Village Governance as a Best Practice of Good Governance in Buleleng Regency. Singaraja. Postgraduate Program of Universitas Pendidikan Ganesha. 2026.

This thesis has been approved and examined by the Principal Supervisor, Prof. Putu Indah Rahmawati, M.Bis., Ph.D., and the Co-Supervisor, Dr. Komang Krisna Heryanda, S.E., M.M.

Keywords: Baktiseraga, GCF, Governance, Pentahelix, Transparency

This study aims to comprehensively analyze the governance model in Baktiseraga Village as a best practice of good governance implementation in Buleleng Regency. Specifically, this study explores the implementation of good governance principles, evaluates governance capacity based on the Governance Capacity Framework (GCF), identifies implementation barriers, and formulates the village government's efforts in overcoming these barriers.

This descriptive qualitative research with a case study design was conducted in Baktiseraga Village, Buleleng Regency. The research subjects consisted of 15 informants selected through purposive sampling based on the Pentahelix model elements. Primary and secondary data were collected using semi-structured in-depth interviews, non-participant observation, documentation studies, and online surveys. The research instrument was constructed referring to 27 GCF indicators, with data trustworthiness ensured through source triangulation, member checking, and tests of credibility, transferability, dependability, and confirmability. Data analysis was operated through an interactive model encompassing the stages of data reduction (coding), data display, and iterative conclusion drawing until data saturation was reached.

The results conclude that the governance of Baktiseraga Village has been optimally implemented based on good governance principles, strongly supported by dialogic transparency, voluntary community participation (*ngayah*), and digital bureaucratic responsiveness (*agile bureaucracy*). However, this implementation still faces obstacles such as the one-man-show syndrome on the leader figure, the double workload of the apparatus, and the disruption of public information consumption. As a recommendation, the village government is advised to immediately codify digital governance innovations into the legal instrument of Village Regulations (*Perdes*), develop a real-time monitoring dashboard, reorganize the division of digital service tasks, and strengthen the capacity of community leaders as collaborative agents driving self-reliance.