



The Influence of Society Diversity on Decision Making: A Case Study of Panjangrejo Village Government

Pengaruh Keberagaman Masyarakat Terhadap Pengambilan Keputusan: Studi Kasus Pemerintah Desa Panjangrejo

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Abstract

Village governance in Indonesia has received special attention following the enactment of Law No. 6 of 2014, which grants significant authority and responsibilities to village governments. This study aims to explore how the Panjangrejo Village Government engages its diverse community in the decision-making process. A descriptive qualitative method was employed, with primary data collected through interviews with village officials, residents, and community leaders. The findings indicate that the Panjangrejo Village Government, considering the diversity of its members, involves the community through representatives such as local community leaders and the Village Consultative Body (BPD) in decision-making. Additionally, the decision-making process follows a hierarchical approach, starting with village discussions at the hamlet level and continuing up to the village-level meetings (Musdes). This bottom-up approach has been practiced for several years. The Panjangrejo Village Government prioritizes the needs of the village and applies participatory principles in every decision made. This study highlights the importance of community participation in village governance to enhance the effectiveness of decision-making that accommodates diversity.

Keywords

Decision Making; Panjangrejo; Village; Government.

Abstrak

Pemerintahan desa di Indonesia mendapat perhatian khusus setelah disahkannya Undang-Undang Desa No. 6 Tahun 2014, yang memberikan kewenangan dan tanggung jawab besar kepada pemerintah desa. Penelitian ini bertujuan untuk mengeksplorasi bagaimana Pemerintah Desa Panjangrejo melibatkan masyarakat yang beragam dalam proses pengambilan keputusan. Metode yang digunakan adalah pendekatan kualitatif deskriptif, dengan pengumpulan data primer melalui wawancara dengan pejabat desa, warga, dan tokoh masyarakat. Hasil penelitian menunjukkan bahwa Pemerintah Desa Panjangrejo, mengingat keragaman anggotanya, melibatkan masyarakat melalui perwakilan tokoh masyarakat dan Badan Permusyawaratan Desa (BPD) dalam pengambilan keputusan. Selain itu, proses pengambilan keputusan dilaksanakan secara hierarkis, dimulai dari musyawarah tingkat dusun dan berlanjut ke musyawarah desa (Musdes). Proses ini mengadopsi pendekatan dari bawah ke atas dan telah berlangsung selama beberapa tahun. Pemerintah Desa Panjangrejo memprioritaskan kebutuhan desa dengan menerapkan prinsip-prinsip partisipatif dalam setiap keputusan yang diambil. Penelitian ini menunjukkan pentingnya partisipasi masyarakat dalam pemerintahan desa untuk meningkatkan efektivitas pengambilan keputusan yang mengakomodasi keberagaman.

Kata Kunci

Pengambilan Keputusan; Panjangrejo; Desa; Pemerintah.



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1. Introduction

Village Governments in Indonesia play an important role in encouraging development and progress in rural areas (Mesa & Ratu Udju, 2023). Village governments bear greater responsibilities in rural development, including managing village funds and implementing community-based initiatives (Marhani Wilar et al., n.d., 2021). With a budget, the government must be able to formulate participatory and collaborative strategies to encourage economic growth in the community. In the current context, village government cannot be separated from communication and interaction with individuals or communities, emphasizing interaction at all levels (Marhadi & Jalil, 2022). Village governments are now at the forefront of the central government in implementing and continuing policies (Prayoga et al., 2024). Decision-making is a collaborative process, involving individuals interacting with other individuals or with the public (Achadiat et al., 2024).

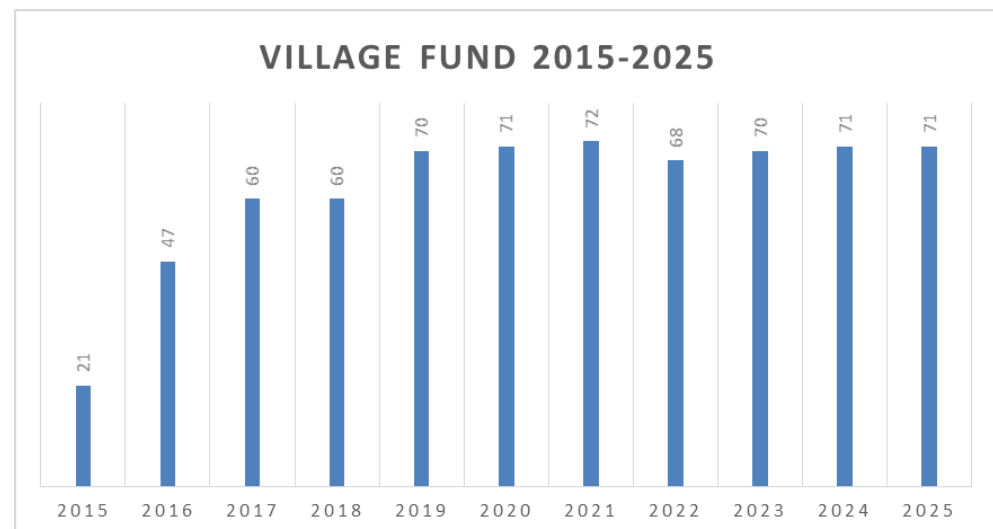


Figure 1. Allocation of Village Funds (in Trillions of Rupiah)

Source: Ministry of Finance of the Republic of Indonesia, 2024

Collaborative decision-making includes setting goals and achieving them (Lesmana & Sulandjari, 2023). Objectives are determined by the authorities, considering their power and compliance with existing regulations (Yani et al., 2020). Although decisions are made collaboratively between the government and the community, in the end it is the government that makes the final decision. These decisions, whether obtained through deliberation or other means, have an impact on public values and the public (Devi Sri Raso Tampubolon, 2023).

As a nation with diverse cultural, social, and background variations, everyone contributes unique ideas and perspectives to decision-making (Santoso et al., 2023). Diversity is a value that fosters greater understanding and appreciation of differences, especially in the context of multiculturalism in the community (Pardo et al., 2023). Multiculturalism operates at various levels, ranging from family units to wider communities, and from small-scale to large-scale economic activities (Priyanto et al., 2020). In addition to cultural diversity, political perspectives must also be considered in village government decision-making (Apep Risman et al., 2016).

The Village Government, or Kalurahan Government, represents the lowest administrative structure in Indonesia, interacting directly with the public in other words, directly engaging with Indonesian citizens (Wonok, 2020). The village government has a dynamic relationship with the central government where the influence of both is interconnected (Ryan, 2022). One of the important aspects of the role of village governments is their ability to encourage participatory development,

where communities actively participate in the decision-making and implementation process (Achadiat et al., 2024). By fostering a sense of ownership and involvement, the village government helps to ensure that development efforts are aligned with the needs and aspirations of the local community (Burhan & Mardianis, 2018).

With the central government's increasing attention to village governance, it is important to conduct research on the village government's decision-making process to assess its continuity and progress. One example is Panjangrejo Village. Although previous studies have examined the influence of decision-making on community diversity, such as the case study in Ngadas Village Achadiat et al. (2024) this study focuses on different locations.

Community diversity has an influence on decision-making, where diversity serves as a catalyst for broader perspectives within village governance. The greater the number and variety of individuals involved, the more extensive and richer the thoughts and information become. Differences among individuals also foster creativity and innovation, encouraging each person or group member to generate new and even more innovative ideas. As a result, the abundance of ideas provides more choices and options, making the decision-making process easier to carry out.

On the other hand, having numerous choices and options can slow down the process of selecting the best decision, thus requiring extra precision in determining the most appropriate course of action. Today, with the advancement of technology and the growth of the digital era, both the community and village government must be able to move in harmony in carrying out their respective roles. Technological progress now demands greater openness of information and modernization across all sectors, including governance. In the current context, decision-making is expected to be open and transparent, rather than carried out secretly. Previously, communication culture was not as open as it is today, which means that cultural practices must adapt to the evolving times and societal conditions. The research was conducted in Panjangrejo Village because the area represents a heterogeneous community in terms of social, cultural, and economic aspects, and is currently undergoing a process of digitalization. These characteristics make Panjangrejo Village a relevant and strategic location to examine how diversity influences decision-making practices in the present context.

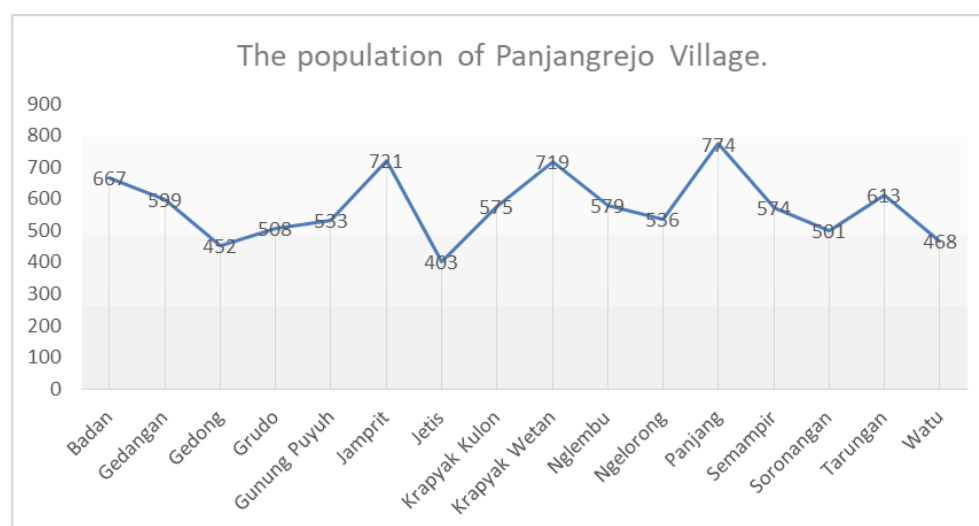


Figure 2. Population of Panjangrejo Village

Source: Government of Panjangrejo Village, 2024

Panjangrejo Village is in the Special Region of Yogyakarta, in Bantul Regency, and in Pundong District. Pundong District consists of three villages: Seloharjo Village, Srihardono Village, and Panjangrejo Village. The researcher aims to examine the decision-making process of the Panjangrejo Village Government

because it is one of the villages with diverse religious, social, cultural, and background characteristics compared to other villages in Pundong District. In addition, the researcher chose the Special Region of Yogyakarta as the research area because the village government in this province is called the Kaluran Government, and its head is democratically elected by the people.

Decision-making theory encompasses a wide range of theories, and the authors have selected the most relevant ones for the scope of this study. In addition to many theories, decision-making involves a variety of models and approaches used to understand individuals and groups in making choices and decisions.

Bureaucratic theory is a theory that emphasizes the flow and operation of work within an organization, where subordinates report challenges, information, and details to their superiors. Furthermore, the employer decides after reviewing the information provided. Bureaucratic decisions are usually characterized by programmed and routine, repetitive decisions that occur repeatedly. Repetitive decisions here refer to decision-making that consider regulations or procedures when formulating policies (Pasolong, 2023).

This is a development of classical rational theory; however, this theory suggests that while a person or individual strives to make rational decisions, they are often hindered by various limitations. (R. Edi Sewandono, 2021) Some of the concepts in this theory are: Cognitive Limitation-an individual is limited in processing information and cannot consider all possible alternatives. Information Limitation - complete and valid information or access to it is often restricted, making it impossible to fully evaluate all options. Satisfactory - individuals often focus on adequate or satisfactory alternatives rather than the most optimal. Contextual Decision Making - decisions are made by considering the information available and influenced by the context, not purely by rational analysis.

The decision making approach in an organization includes several methods, according to Mark S. Schwartz (2017) as follows: Participatory Approach This decision-making approach involves the involvement of various parties affected by the decision. A) Stakeholder Engagement - involving various parties who have influence on the decisions made. B) Collaboration and Consultation - conducting discussions, survey meetings, and gathering ideas from participants. C) Transparency - openly sharing the decision-making process to allow everyone to be involved and get the information behind the decisions made. D) Empowerment - giving a member or group the power or authority to contribute to the decision-making process. E) Evaluation and Feedback - provides an opportunity for participants to assess and provide feedback on the decision.

Authoritarian approach emphasizes the power and control of individuals or small groups in decision-making. Its characteristics include A) Centralized Decision Making - decisions are made solely by leadership without consultation with individuals or stakeholders. B) Control and Instruction - the leader gives directions or explanations that should be implemented without discussion or input. C) Efficiency and Speed - the decision-making process is very fast and does not involve consulting or seeking approval from others. D) Limited Involvement - the participation of individuals or stakeholders in decision-making is minimal or non-existent.

This method of decision-making involves all parties working together to reach an agreement that is accepted by all members. Characteristics of the consensus approach include: A) Broad Participation - all members or individuals, including all stakeholders, are involved in the discussion and decision making process, and everyone is given the opportunity to express their opinions. B) Open Discussion - the decision making process is carried out openly in dialogue in which all alternatives or opinions are considered, often finding a compromise to reach commonality. C)

Mutual agreement - reach a consensus where all parties can fully accept the decisions made and agreed.

The decision making model in an organization is an important activity, because the organization is considered functional when decisions are made. (Kurniawan, 2023). However, there are many models in decision making, not just one model used. Here are some models of decision making: The normative decision making model focuses on rational and logical decision-making. This model aims to provide good blending and standard, accompanied by complete information for decision making. Intuitive Model This model involves making decisions based on intuition or patterns from past experiences (Gary Klein, 2011). This Social Model emphasizes members or social factors as influences in the decision-making process (Harjana, 2013). Incremental Model This model involves decision-making that gradually seeks solutions and improvements over time (Tuhumury et al., 2024).

Multiculturalism or in other words a diverse society upholds and tries to protect diversity, culture itself and even minority groups (Suparlan, 2014). In diversity, it emphasizes the recognition of equality of differences that exist or are contrary to monoculturalism (Anwar, 2024). Where monoculturalism is a culture that isolates or even exterminates groups classified as small or minority (Santoso et al., 2023). Diversity provides equality to different backgrounds, social, cultural, and political without giving priority groups or which individuals and groups are not priorities (Fitri Lintang & Ulfatun Najicha, 2022). Diversity emphasizes the understanding of groups or individuals to existing differences, such as socio-cultural and background not to look at differences but from identity or ethnicity (Apep Risman et al., 2016). So that diversity negates the role of understanding between ethnic groups but accommodates existing differences (Safitra et al., 2023).

2. Methods

The research method used by the researcher is qualitative, using a descriptive study approach with primary data obtained from interviews and supporting data available in the village. Qualitative research is a type of research that produces findings that cannot be obtained using statistical procedures (Niam et al., 2024). The researcher aims to examine the influence of various community backgrounds on the decision-making process of the Government of Panjangrejo Village, Pundong, Bantul, Special Region of Yogyakarta. Panjangrejo Village is recognized because of the diversity of its community compared to other village governments in Pundong District.

This research involved interviews with five representatives, including representatives of Panjangrejo Village, the Village Consultative Body (BPD), village officials, village heads, and prominent figures in the agricultural sector of Panjangrejo Village, Pundong, Bantul, Special Region of Yogyakarta. Previous research has existed on this topic, but the difference lies in its location, as previous research focused on a village outside the Special Region of Yogyakarta. The study examined the influence of decision-making on community diversity, using a case study of the Ngadas Village Government (Achadiat et al., 2024).

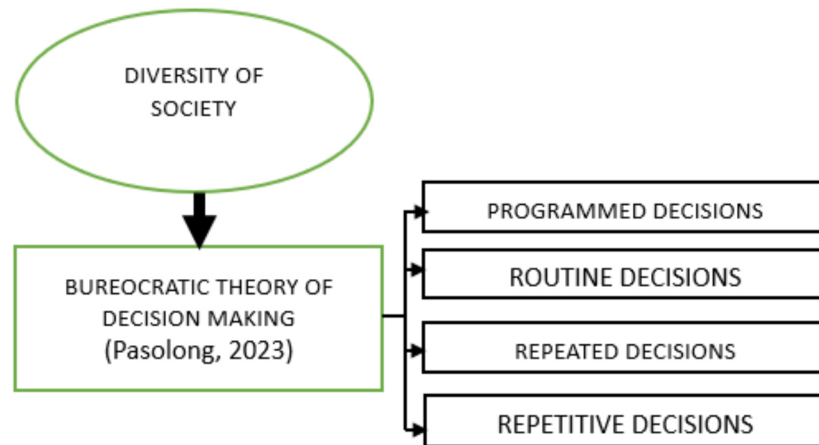


Figure 3. Theoretical Framework

Source: Processed by Researcher, 2024

3. Results and Discussion

3.1. Panjangrejo Village Government

Pajangrejo Village, or Pajangrejo Village Government, is one of the villages in Pundong District, Bantul, Yogyakarta. Pundong District consists of three villages: Srihardono Village, Seloharjo Village, and Panjangrejo Village. The Pajangrejo Village Government has 16 hamlets, including Badan, Gedangan, Gedong, Grudo, Gunung Puyuh, Jamprit, Jetis, Krapyak Kulon, Krapyak Wetan, Nglembu, Nglorong, Panjang, Semampir, Soronangan, Tarungan, and Watu. The population of Panjangrejo Village is 9,222 people, consisting of 4,496 males and 4,726 females. The Panjangrejo Village Government has 3,268 households. Most of the population of Panjangrejo Village are Muslims, but there are also other religions, which show the diversity of the community in Panjangrejo Village.

Given the diverse background of this population, the Panjangrejo Village Government faces differences in the expression of aspirations or opinions among its citizens. When it comes to expressing aspirations, a one-size-fits-all approach is not applicable because people have different mindsets, and it is impossible to impose one's will on others. According to the Pajangrejo Village Government website, the Panjangrejo Government was established on November 26, 1946, after the independence of the Republic of Indonesia. Previously, the Pajangrejo government consisted of three sub-districts: Panjang Regency, Krapyak Regency, and Gedangan Regency. The first village head or village head of Panjangrejo is Harjo Deksono. Therefore, the Pajangrejo Government can no longer be considered young or new, because the Pajangrejo Village Government is 78 years old, only one year younger than the independence of the Republic of Indonesia which is 79 years old.

3.2. Central Government

The Central Government is currently paying extraordinary attention to the Village Government. The attention of the Central Government is very broad and extraordinary in order to realize bottom-up development, not only development from the center but also direct involvement from the grassroots. A form of special attention from the Central Government is the emergence of Law Number 6 of 2014 concerning Villages which proves that the Central Government is serious about empowering the lowest level of government. The realization of village authority is a form of reform for independent and competitive rural development (Made et al., n.d., 2022)

Law Number 6 of 2014 serves as a legal basis for village governments to empower and encourage village development. By empowering and developing, the

goal is to improve the welfare of the village community and the quality of life of the people in these villages. Empowerment can be done through BUMDes so that the community can increase their income and welfare. (Hadi et al., 2024) In addition, it serves as a means to overcome poverty through basic infrastructure improvements, local economic improvement, and utilization of local natural resources. With this special attention from the Central Government, the Village Government can have more freedom in running its government to realize (Yunus, 2022). With this freedom in authority and decision-making, the village government does not make decisions alone but involves the community to realize collective welfare. In realizing community welfare, the government must use its authority transparently, such as in the case of village finances, using an application that can be viewed transparently (Mercya Vaguita & Wahib Assyahri, 2020)

Furthermore, in the financial sector, the Central Government provides village funds of an average of one billion rupiah per year for the realization of the welfare of village communities. In addition to village funds, there is an allocation of village funds from the Regency Government which is provided once a year. The provision of government finances is expected to improve services to the community and meet community satisfaction (Hadi et al., 2024). In addition, due to the special status of Yogyakarta, the Village Government or Kalurahan receives Special Regional Funds to support the welfare and development of the Village Government.

3.3. Decision Making Process

Panjangrejo Village is led by Mr. Mudiwana and assisted by village officials in formulating decisions and policies, as well as implementing the results of these decisions and policies. Panjangrejo Village, with its diverse community and culture, still reflects unity and harmony. Panjangrejo Village has a diverse population, including farmers, religious leaders, businessmen, civil servants, and others. Therefore, during the Panjangrejo Village Government's government, it is inseparable from the community consisting of farmers, religious leaders, and others. Although, legally and constitutionally, the village government has more authority in making decisions or determining things.

The presence of community representatives or community leaders cannot be ignored simply because it is tied to pre-existing customs, namely community involvement or through community leaders in making policies. Based on the results of the interview, it can be analyzed that the Government of Panjangrejo Village implements a bottom-up model of governance. This model emphasizes that every decision made does not merely originate from the instructions of village officials, but rather emerges from the proposals, needs, and aspirations of the community. This mechanism is reflected through a deliberative process carried out in stages, starting from the hamlet level up to the village level, thereby ensuring that the decisions taken possess strong social legitimacy.

Decision making through deliberation can play an important role in the implementation of governance. Without good coordination and deliberation, the village government cannot function as it should. Moreover, if the village government does not involve the community in its governance, it will affect the policy-making process and can even cause community rejection. In addition to pre-planned or existing policies, issues also affect the policies that will be issued by the Village Government. Based on the analysis, it can be understood that the decision-making process at the village level is not only carried out routinely through hamlet-level and village-level deliberations but also considers current issues developing within the community. This indicates that village policies are dynamic, meaning that they do not merely repeat established deliberation patterns, but also adapt to the latest social, economic, and political contexts.

3.4. The Influence of Community Diversity on Decision Making in Panjangrejo Village

Various studies show that community leaders have a significant influence on the policies made by the village government. In addition, figures or community representatives dominate the political system or the running of government in the village. The influence of community leaders representing various community backgrounds plays an important role in decision-making in Panjangrejo Village. The statement of the Chair of the Village Consultative Body (BPD/BAMUSKAL) indicates that governance in Panjangrejo Village emphasizes a participatory model, in which community leaders and representatives from various social groups are granted significant space in the decision-making process. This demonstrates that village policies are not centralized or solely oriented toward the will of the village head but rather constitute the result of compromise and the articulation of community aspirations through formal village institutional mechanisms.

Community leaders play an important role in village governance, including community resource development, infrastructure development, and community welfare. The people of Panjangrejo Village uphold the principles of democracy and consensus in making decisions or decision-making, which is reflected in the decision-making mechanism, namely by seeking aspirations from the bottom up. In making decisions, the Panjangrejo Village Government conducted village-level deliberations involving community leaders in the village, with leaders representing various backgrounds. After the village-level deliberation was carried out, the village's aspirations were then brought to the Panjangrejo Village deliberation.

The Panjangrejo Village Deliberation also involved representatives from the village head, as well as community leaders or representatives from various backgrounds of the Panjangrejo community. As conveyed by the Head of the Panjangrejo Village Government Section, The Panjangrejo Village Government does not make decisions directly through the village head, and in making decisions, the village government does not make decisions suddenly but through a sequence that has been carried out in accordance with existing regulations. First, through village-level deliberation to obtain aspirations, after that village deliberation discusses the collection of aspirations brought from each village and discussed together in village deliberation. The Panjangrejo Village Government uses a communication style that is equal to the community, prioritizing emotions with the community and not making decisions on its own.

In Ministerial Regulation Number 16 of 2019, Article 3 explains that the implementation of deliberation is important as a participatory space and encourages synergy between policymakers or village stakeholders in an inclusive, participatory, democratic, accountable, gender-responsive, and pro-all decision-making process. Therefore, the Panjangrejo Village Government is serious in the process of making policies or decisions with participation and choosing the best decisions for everyone to minimize dissatisfaction among various parties.

Decisions cannot guarantee and satisfy all parties, but they can minimize the dissatisfaction of the general public or, in other words, accommodate various parties. Differences in different perspectives are common; Differences in interests and values among people are normal. However, with different backgrounds and interests, the goal is to reach a common agreement for the benefit of the wider community. Although not all decisions can satisfy all parties, the best decision will be chosen. In the decision-making process, the village government seeks to balance the diverse interests of the community with the limitations of available resources. The diversity of social backgrounds and community needs means that not all aspirations can be fulfilled simultaneously. Therefore, the village government employs a prioritization mechanism to determine which policies should be

implemented first, considering the extent to which their benefits can be widely felt by the community.

With many community interests, the village government will prioritize the aspirations or interests that have been discussed so that not all of them can be fulfilled immediately, but the priorities that are chosen. Moreover, the involvement of youth organizations in conveying this information indicates that the Panjangrejo Village Government provides space for the younger generation to participate in village governance. Accordingly, the mechanism implemented by the Panjangrejo Village Government aligns with the principles of good governance, particularly in terms of participation, accountability, and responsiveness to citizens' aspirations.

In the decision-making process, the Panjangrejo Village Government always involves all parties with representatives and through tiered deliberations so that the aspiration of decision-making is not only to be implemented by the village head, but for the entire community of Panjangrejo Village, because all elements are involved through representation, so that decisions affect all parties. In addition, the decisions that have been taken through deliberation are binding on all communities, even if some agree and some do not, but it is already a decision that has been made collectively.

The decisions taken by the government are intended to regulate the interests of the public and the public. But then again, people have differences with each other and can't be generalized. It can be understood that the Panjangrejo Village Government views differences in aspirations as a normal social reality and as part of community dynamics. This principle reflects an inclusive attitude in village governance, in which differences are not regarded as obstacles but rather as important considerations in formulating policies that are more just and representative. In decision-making, Panjangrejo Village always involves community representatives or community leaders as representatives from various community backgrounds, in addition to official structures such as the Citizens' Association (RT), Village Head (Kadus), and Village Consultative Body (BPD/BAMUSKAL) as the Panjangrejo Village Community Institution. So, from these representatives, they can represent the entire Panjangrejo community because it is impossible to gather the entire community or the people of Panjangrejo in one place for deliberation in making decisions.

Even in decision-making involving various elements, there are still criticisms and suggestions, but according to the village chief Mudiyan, it is normal and common. The statement of the informant indicates that the decision-making process in Panjangrejo Village has prioritized the principle of participation by involving community representatives in deliberations. This mechanism affirms that the decisions produced are not unilateral, but rather the outcome of a deliberative forum that engages various stakeholders in seeking the best possible alternatives.

Risdiyanto's statement illustrates that the Panjangrejo Village Government positions the community at the center of both decision-making processes and policy implementation. The principle reflected in the expression "from the community, back to the community" indicates a participatory governance practice, in which the community is not merely the object of policy, but also serves as the subject that determines the direction of village policies. In making decisions, the most important thing is to involve parties who have interests and have policies so that in making decisions, not only belong to the village government and those who run the village government, but also the people of Panjangrejo. In decision-making, we also look at the principles of local communities, the first is the principle of cooperation, where decisions are also taken through cooperation and implementation is also carried out through cooperation by the community. The second is deliberation, in decision-making it must be done through deliberation because the village government

belongs to the public and not individuals, so that in making decisions involves the public. The third is the role of community leaders, where community leaders, as representatives of various backgrounds, can be the voice of the community they represent or the public.

3.5. Deepening the Role of Community Leaders in Decision Making in Panjangrejo Village

The role of community leaders in decision-making is very important in conducting deliberations, allowing the creation of healthy decisions that are in line with the expectations of all parties. The decision-making process in Panjangrejo Village, Pundong District, Bantul Regency reflects democratic values. These values are shown by the participation of the Panjangrejo Village Government in various elements of the community in deliberations to arrive at a decision. By adhering to the principles of democracy, village governance gains significant benefits in managing its affairs.

Community leaders, as representatives of various backgrounds present in Panjangrejo Village, contribute to the process by conveying the aspirations of their group or community, ensuring democracy flourishes. Although it is not feasible to gather all villagers at the same time, the presence of community leaders as representatives in the deliberation process reflects democratic values. The participation of these leaders gives legitimacy to the decisions made and fosters a sense of ownership among all elements of society regarding the outcome of the deliberations.

Community leaders play a role as partners for the government in fostering a well-functioning organizational system, thereby facilitating development that is in line with the expectations of all parties. In addition, they contribute to sustainable development, whether in human resource capacity building, infrastructure development, or promoting the well-being of society in general. The principle of deliberation at the grassroots level, as practiced by the Panjangrejo Village Government through aspiration sessions in the hamlet or among diverse community groups, provides a platform for villagers to voice their concerns. This shows the commitment of the Panjangrejo Village Government to transparency and accountability in governance.

3.6. Criticisms and Challenges in the Decision Making Process

Although the bottom-up approach involves a wide range of stakeholders, criticism from the public remains inevitable. Such criticism reflects the dynamic and healthy nature of democracy. Constructive feedback serves as a valuable resource for the Panjangrejo Village Government to evaluate and continue to improve the quality of its governance.

As conveyed by the Head of Panjangrejo Village, differences of opinion and interests between residents are a natural part of people's lives. However, by upholding the principles of deliberation and consensus, all parties are encouraged to reach an agreement in the framework of mutual interests. This process not only results in fairer and wiser decisions but also strengthens social cohesion during the diversity of society.

The decision making process in Panjangrejo Village involving diverse communities has similarities with previous research conducted in Ngadas Village ([Achadiat et al., 2024](#)). Both studies highlight the use of deliberation as the main method of village government decision-making. In addition, the two shared the principle of cooperation between the village government and the community in the decision-making process, as well as the involvement of the Village Consultative Body

(BPD) as the main facilitator in collecting and channeling the aspirations of the community.

Despite these similarities, there are striking differences between the two studies. In Panjangrejo Village, if certain aspirations are not accommodated in the current period, they will be prioritized for the next period. On the other hand, in Ngadas Village, aspirations that are not accommodated are not prioritized in the next period. Furthermore, research in Ngadas Village found that customs have a strong influence on decision-making, whereas in Panjangrejo Village, no single group has a significant influence, as all stakeholders are considered equal.

3.7. Harmonization of National and Local Policies in the Decision Making Process of the Panjangrejo Village Government

The decision making process in Panjangrejo Village is in line with the mandate of Ministerial Regulation (Permendes) No. 16 of 2019, especially Article 3, which underlines the importance of deliberation as a participatory space to foster synergy between various stakeholders. The principles of inclusivity, participation, accountability, gender responsiveness, and collective interest priorities serve as fundamental guidelines at every stage of decision-making.

This approach illustrates how village governments adopt national policies while adapting them to the local context. Community cooperation, deliberation, and representation by community leaders are key elements that ensure decisions are not only in accordance with regulations but also relevant to the needs and aspirations of villagers.

The Panjangrejo Village Government adopts a participatory approach in its decision-making process by conducting deliberations at the hamlet level (Musyawarah Dusun or Musdus) involving community members. Following these discussions at the hamlet level, the process continues at the village level, where the village government gathers and considers proposals brought up from the lower levels through community representatives.

This process demonstrates that the Panjangrejo Village Government employs a systematic method in making decisions not based on personal interests or the sole will of the village head, but rather on the aspirations and needs of the community. Viewed through the lens of decision-making theory, the approach taken by the Panjangrejo Village Government can be categorized into several distinct types of decisions.

Firstly, many of the decisions made by the Panjangrejo Village Government can be classified as programmed decisions, which follow procedures set by the central government. For example, when the central government introduces a specific program, the village government is required to implement it, effectively acting as an extension of the central government's administrative arm. Secondly, the village government often makes routine decisions, particularly those related to administrative matters. These include decisions regarding the organization of meetings or deliberate forums (musyawarah) at both the village and hamlet levels.

Thirdly, in certain situations, the Panjangrejo Village Government often faces repetitive decisions, where the decisions made tend to resemble those from previous years. As an extension of the central government, the village government is required to implement recurring programs that follow national directives. For instance, the direct cash assistance (BLT) program is carried out repeatedly over the years, as it is mandated and instructed by the central government. This pattern of recurring decision-making reflects the village government's role in ensuring continuity and compliance with national policy frameworks.

4. Conclusion

In the decision-making process of the Panjangrejo Village Government, with its diverse community background, the village government involves the community in a tiered deliberation process using a bottom-up scheme. With diverse community backgrounds, deliberation uses representation, in other words, by delegating their representatives. Deliberation is held at the hamlet level, collecting these figures, and then aspirations are collected and brought to the next level of deliberation.

The next stage of deliberation is the village deliberation, which will also gather representative figures from various backgrounds at the Panjangrejo Village level. Once the aspirations are collected, the top and most important priorities are chosen, while the aspirations that cannot be implemented in the future will be implemented in the next period. The Panjangrejo Village Government uses the principle of cooperation with the community in making decisions. Second, decisions must be made through deliberation, and third, in making decisions, emphasizing the role of community leaders in conveying aspirations as representatives of various community backgrounds. Previous studies in Ngadas Village and this study have the same approach in utilizing deliberation and cooperation to overcome the challenges of community diversity. However, Ngadas Village emphasizes the role of customs and religious diversity, while Panjangrejo Village prioritizes a representative system in accommodating the aspirations of the community.

This study has several limitations acknowledged by the researcher. First, the focus of the research on decision-making is limited to a single case study in the government of Panjangrejo Village. Second, as a single case study, the findings cannot be generalized to all village governments. Third, this research has not yet explored in depth the influence of local political dynamics. Future research should consider a comparative study involving multiple villages to obtain broader and more representative findings. In addition, future studies should examine the influence of local political dynamics in relation to decision-making processes within village governments.

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I hope that this research and the resulting article can be a valuable reference for the public and especially for other researcher. The findings of this study can inspire other regions, showing how multi-level deliberations carried out with the principles of cooperation and representation of community leaders can offer extraordinary perspectives in understanding the dynamics of the decision-making process.

This inclusive approach, which gathers diverse aspirations from communities from diverse backgrounds, exemplifies how the values of unity and collaboration can be applied practically.

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