

## IMPLEMENTATION OF GOOD GOVERNANCE IN THE APPOINTMENT OF REGIONAL ACTING HEADS

### Penerapan Good Governance Dalam Penetapan Penjabat Kepala Daerah

Dania Shofi Maziyah<sup>1a(\*)</sup> Haryo Hendro Kusumo<sup>2b</sup> Aditya Prima Mabruy<sup>3c</sup> Riski Dyah Normasari<sup>4d</sup>

<sup>1234</sup>Faculty of Law, Universitas Airlangga

<sup>a</sup> [kania.ofi.maziyah-2023@fh.unair.ac.id](mailto:kania.ofi.maziyah-2023@fh.unair.ac.id),  
<sup>b</sup> [haryo.hendro.kusumo-2023@fh.unair.ac.id](mailto:haryo.hendro.kusumo-2023@fh.unair.ac.id),  
<sup>c</sup> [aditya.prima.mabruy-2023@fh.unair.ac.id](mailto:aditya.prima.mabruy-2023@fh.unair.ac.id),  
<sup>d</sup> [riski.dyah.normasari-2023@fh.unair.ac.id](mailto:riski.dyah.normasari-2023@fh.unair.ac.id)

(\*) Corresponding Author

[kania.ofi.maziyah-2023@fh.unair.ac.id](mailto:kania.ofi.maziyah-2023@fh.unair.ac.id)

**How to Cite:** Maziyah, D. S., (2024). Implementation of Good Governance in the Appointment of Regional Acting Heads. doi: [10.36526/js.v3i2.4109](https://doi.org/10.36526/js.v3i2.4109)

Received: 18-04-2024  
Revised : 11-04-2024  
Accepted: **16-07-2024**

#### Abstract

#### Keywords:

Good governance,  
Appointment of Acting Regional Head,  
Transparency,  
Community Participation

The study examines how well good governance practices are followed when choosing temporary regional leaders (acting regional heads). These appointments are sometimes influenced by powerful politicians and don't involve the public enough. The research uses existing documents (like legal codes and scholarly articles) to explore this issue. The findings suggest the current system for picking acting regional heads lacks transparency, public involvement, and accountability. To make the process fairer and more open, improvements are needed in following good governance principles. The study is based on Indonesian law (Law No. 30 of 2014) and government regulations (Minister of Home Affairs Regulation No. 4 of 2023).

## INTRODUCTION

Good Good governance is a system based on the relationships between government, society, and the private sector. It aims to create effective government administration through principles like legal certainty, accountability, transparency, justice, professionalism, and democracy. This includes demands for clean government, as promoted by the UNDP, World Bank, United Nations, and other international institutions.

The general principles of good governance are outlined in Law Number 30 of 2014 concerning Government Administration (Rohman et al., 2019). The description of the concept of "good governance" is essentially the foundation for a modern and democratic rule of law. Some principles of good governance in its development have a basis in the principle of the rule of law (good governance and human rights), in the principle of democracy (good governance and transparent and participatory principles) and in the principles of efficiency, effectiveness and accountability. Good governance and the principles of a democratic constitutional state are complementary, not separate concepts (Addink et al., 2010). While creating a good government doesn't guarantee good governance, good governance is a prerequisite for a good government (Berlian & Vega F. R., 2023). These principles should be applied throughout government and public services, including the appointment of Acting Regional Heads.

Since the appearance of the Constitutional Court Decision No. 14/PUU-XI/2013, there has been a change in Indonesia's election design to simultaneous elections. The verdict stated that it

would be possible to reduce the waste of time, horizontal friction, and problems in the community if the Presidential and Vice Presidential Elections were held simultaneously with the Legislative Elections. Not only that, the opportunity for citizens to exercise their right to vote is also closely related to the effort to implement the checks and balances map to control and maintain the balance of the presidential government. The Constitutional Court also emphasized the efficiency that simultaneous elections offer so that there can be savings in spending state money. S elsewhere than the Presidential and Vice Presidential Elections, regional head elections are also held simultaneously. This is in accordance with the mandate of Article 201 paragraph (8) of Law No. 10/2016 which explains that simultaneous elections starting from the Election of Mayor and Deputy Mayor, Regent and Deputy Regent, to the Election of Governor and Deputy Governor will be held in November 2024. Although it offers all the efficiency of time and money, another impact of simultaneous elections in 2024 is the large number of empty seats in the government because the term of office has ended before 2024.

The Ministry of Home Affairs in its official release stated that in 2022 there were 101 regional head positions whose terms ended. The 101 regional head positions are described as 7 governor positions, 76 regent positions and 18 mayor positions. As stated by the official spokesperson of the Ministry of Home Affairs, Benni Irawan, who is also the Head of the Information Center of the Ministry of Home Affairs. The vacant regional head positions are due to the simultaneous regional head elections in 2024, in accordance with the mandate of the Law on Regional Head Elections. Thus there will be 101 Regional Head positions filled by Acting Regional Heads who run the wheels of government in the region until the 2024 elections. Similarly, in 2023, there will also be 17 Governor positions, 38 Mayor positions and 115 Regent positions that expire and will be filled by State Civil Apparatus who have the qualifications to fill them as regional head officials (Ahmad et al., 2023). However, the filling of the position of Acting Regional Head has generated a lot of conflict, this is because the process is not transparent and not participatory. In fact, the filling of acting regional heads must be transparent and not override democratic values in order to avoid maladministration in the process of appointing acting regional heads. The appointment of acting regional heads has the potential to become a gap for certain elements to entrust their political interests.

A regional head assumes a crucial role as the leader of their autonomous region, determining the implementation of regional government. The regional head and their authority significantly impact the community's welfare and the success of regional development. Therefore, selecting the best qualified candidate is a top priority when determining the Regional Head. Given the crucial role of regional heads, and the complexity of filling these positions, this study examines the Application of Good Governance in the Appointment of Acting Regional Heads.

## METHOD

The study uses a descriptive qualitative approach, meaning it describes the current situation based on existing information. The focus is legal analysis, examining laws, regulations, and related documents (juridical-normative approach). Data comes from written sources like scholarly journals, books, and legal documents (secondary data). This data collection is done through literature reviews, where relevant information is gathered from these sources. Once collected, the data is analyzed using content analysis. This involves closely examining the content of these documents to understand how well good governance principles are applied in choosing acting regional heads. The study is informed by relevant laws, including Law No. 30 of 2014 on Government Administration and Law No. 10 of 2016 concerning the Election of Governors, Regents and Mayors (later revised as Law No. 6 of 2020).

## RESULT AND DISCUSSION

### Principles of Good Governance in Government

Good Governance is a concept that comes from the need to create better and more effective

governance in managing an organization or government. This concept arises because of the increasingly complex demands of society and the increasing ambition to achieve more optimal welfare (Tampubolon et al., 2023). While the idea of good leadership can be traced back to ancient Greece with Aristotle's thoughts on governing principles, the concept we know today as "good governance" is a more recent development. It emerged in the 1980s when organizations like the World Bank and IMF started offering financial aid to developing countries with the requirement of implementing reforms that included good governance practices (Tampubolon et al., 2023).

While the World Bank and UNDP both advocate for good governance, there's still debate about its exact definition. Many see it as a way to achieve efficient and effective government. The World Bank, as a donor, helps countries build strong institutions and train officials to improve their skills. Ultimately, the success of good governance hinges on the principles it's built upon. These principles are used as a benchmark for government performance in managing the government. According to Handayani & Nur (2019) good governance rests on several key pillars:

1. Community Participation: This means involving the public in decision-making, either directly or through representatives. This ensures policies reflect the needs and concerns of the people they affect.
2. Rule of Law: Just and fair laws, applied equally to everyone, are essential for a functioning society.
3. Transparency: Openness and easy access to government information are crucial for public trust and accountability.
4. Stakeholder: Partnering with stakeholders, who may be decision-makers or program implementers, ensures all interests are considered.
5. Consensus-Oriented: The government should act as a mediator, finding common ground and building agreements that benefit everyone.
6. Equality: Everyone deserves equal opportunities under the law and the chance to improve their lives.
7. Effectiveness and Efficiency: Government programs and policies should be well-run, delivering the intended results without wasting resources.
8. Accountability: The government must be answerable to the public for its actions and decisions. This builds public trust.
9. Strategic Vision: A shared vision for the future, developed by both the government and the public, is essential for achieving long-term goals and ensuring the nation's well-being.

The United Nations Development Program (UNDP) offers a broader perspective on good governance, outlining 14 key principles:

- a. Community Participation
- b. Forward-looking
- c. Openness and Transparency
- d. Democracy
- e. Professionalism and Competence
- f. Partnership with the Private Business World and the Community
- g. Decentralization
- h. Commitment to the Environment
- i. Commitment to Gap Reduction
- j. Professionalism and Competence
- k. Efficiency and Effectiveness
- l. Responsiveness

Despite efforts to achieve good governance in Indonesia, there are still shortcomings. One key issue is the lack of public participation, which goes hand-in-hand with transparency, another crucial element of good governance. This lack of public involvement is particularly problematic in the appointment process for acting regional heads.

### Principles of Community Participation in Good Governance

Community participation is a process that can support people to become "aware" of the situations and problems they face and try to find solutions that can be used to overcome their problems (have critical awareness). Being involved in development means actively contributing, both through ideas and actions. This can involve sharing thoughts, energy, time, expertise, resources, or materials. It also includes taking part in using and benefiting from the results of development efforts.

According to Conyers, there are three key reasons why public participation is crucial in identifying problems for development projects:

- a. Information Gathering: Community involvement provides valuable insights into local conditions, needs, and perspectives. This information is essential for effective development planning.
- b. Building Trust: People are more likely to support a development project if they feel like they have a stake in it. Participation fosters a sense of ownership and trust.
- c. Democratic Right: In many countries, public participation is seen as a democratic right. It ensures that communities have a voice in shaping their own development (Sulaeman et al., 2019).

Effective good governance relies heavily on community involvement. This means the community has a say in decision-making, either directly or through trusted representatives who can voice their hopes and needs (Hidayati & Suwanda, 2022). Waheduzzaman (2008) argues that strong community participation is essential for achieving good governance. When people are involved in development programs, it leads to greater transparency, accountability, and predictability. This is because:

- a. Increased Transparency: Public participation shines a light on decision-making processes, making it harder for things to be done in secret.
- b. Enhanced Accountability: When communities are involved, they can hold authorities responsible for their actions and ensure programs are implemented effectively.
- c. Improved Compliance: With community input, development programs are more likely to adhere to local laws and regulations.

### Principles of Transparency in Good Governance

Achieving a government truly accountable to its citizens hinges on the principle of transparency. Openness in governance allows the public to be informed about upcoming policies and the reasoning behind them. This transparency empowers citizens to not only understand government decisions but also offer their own feedback and perspectives. Ultimately, transparency serves a two-fold purpose: It strengthens accountability by ensuring the government answers to the people it serves, and it fosters better governance by promoting sound management practices and reducing opportunities for corruption and nepotism (Nawawi, 2012).

In the context of good governance, transparency is paramount. It ensures the public has easy and unrestricted access to information about how decisions are made and implemented. This includes verifying that these decisions and their execution comply with all relevant laws and regulations. Transparency thrives on the free flow of information, meaning all government processes, institutions, and related information should be readily available to anyone interested. Furthermore, the information provided needs to be sufficient for the public to understand and monitor government actions (Nawawi, 2012).

### Implementation of the Principles of Public Participation and Transparency in the Appointment of Acting Regional Heads

- a. Acting Regional Head

The Indonesian Ministry of Home Affairs Regulation Number 4 of 2023 defines an Acting

Governor (Pj Governor) as a high-ranking civil servant (ASN) appointed by the President. These individuals fill temporary vacancies in the Governor or Deputy Governor positions. Essentially, Acting Regional Heads act as a temporary delegation of the President's authority. They are appointed based on specific requirements and must be approved by the President. This differs from regional leaders elected through public elections. The purpose of appointing an Acting Governor is to fill the gap left by a Governor or Deputy Governor whose term has ended.

When a Governor, Deputy Governor, Regent, Deputy Regent, Mayor, or Deputy Mayor's term ends, a vacancy is created. To bridge this gap, an Acting Regional Head (Pj) is appointed. This follows the mandate outlined in Law Number 6 of 2020, which builds upon Law Number 10 of 2016 concerning regional elections. Specifically, Article 201(9) of this law states that when terms end in 2022, Acting Regional Heads will be appointed to serve until the next national simultaneous elections in 2024. While Acting Regional Heads are often filled by high-ranking civil servants (ASN), it's a temporary position intended to hold the seat until a new regional leader is elected. In essence, the Acting Regional Head plays a strategic role in ensuring regional continuity during these transitional periods.

Choosing Acting Governors, Regents, and Mayors requires careful consideration. The government should first assess the unique circumstances of each region. Furthermore, the selection process for these temporary leaders must uphold democratic principles, including openness, transparency, and accountability.

The Constitutional Court, in its decision numbered 62/PUUXIX/2021 issued in April 2022, addressed the selection of Acting Governors, Regents, and Mayors. The Court emphasized that filling these vacancies falls within the scope of "democratically elected" as defined by Article 18(4) of the Indonesian Constitution. Therefore, the Court ruled that the government needs to revise existing regulations (following up on Article 201 of Law 10/2016) to ensure a clear and measurable selection process. This process must uphold democratic principles and be open, transparent, and accountable. Ultimately, the goal is to choose Acting Regional Heads who are competent, ethical, and aligned with regional needs. These leaders should be dedicated to serving the public and fostering regional progress. The Court further noted the significant role played by regional heads and their deputies. Considering the potentially extended period an Acting Regional Head might serve, the Court suggested granting them the same authority as permanent regional heads during this transitional period leading up to the next national elections. The Court believes that full authority for Acting Regional Heads would help maintain momentum in regional development and ensure no disparity between regions led by acting versus permanent leaders.

Acting Regional Heads assume the responsibilities and powers of permanent regional heads. These duties and authorities are outlined in Law Number 23 of 2014 concerning Regional Government.

Duties (Article 65 Paragraph (1)):

- a. Lead the implementation of government affairs within the region's authority, following relevant laws, regulations, and policies established with the DPRD (Regional People's Representative Council).
- b. Maintain public order and peace.
- c. Prepare and submit drafts of local regulations for the Long-Term Regional Development Plan (RPJPD) and the Mid-Term Regional Development Plan (RPJMD) to the DPRD for discussion. Additionally, prepare and stipulate the Regional Development Work Plan (RKPD).
- d. Prepare and submit drafts of local regulations for the Regional Budget (APBD), its amendments, and accountability reports to the DPRD for joint discussions.
- e. Represent the region in legal matters (both in and out of court) and may appoint legal counsel following established regulations.
- f. Propose the appointment of a deputy regional head.

- g. Carry out other duties as mandated by law and regulations. Authorities (Article 65 Paragraph (2)):
  - a) Submit draft regional regulations.
  - b) Issue regional regulations that have been jointly approved by the DPRD.
  - c) Issue regional regulations (Perkada) and regional head decisions.
  - d) Take necessary actions in urgent situations critical for the region or its community.
  - e) Exercise other powers as authorized by laws and regulations.

These duties and authorities are further elaborated on in the Regulation of the Minister of Home Affairs Number 1 of 2018 concerning Leave of Absence for Regional Heads and their Deputies.

Unfortunately, the authority of acting regional heads in these regulations is not explicitly mentioned. Instead, prohibitions are regulated, such as in Article 132 paragraphs (1) and (2) of Government Regulation No. 49/2008. The prohibition, among others, is that the acting regional head may not:

- a. Making personnel changes (employee mutations).
- b. Revoking licenses issued by previous officials or issuing new licenses that contradict existing ones.
- c. Implementing policies on regional expansion that deviate from previous plans.
- d. Enacting policies that contradict established governance and development programs.

Although Acting Regional Heads are appointed to fill temporary vacancies, they assume significant responsibilities and powers outlined in Law Number 23 of 2014. These include leading government affairs, maintaining public order, preparing development plans, and representing the region. However, regulations don't clearly define the extent of their authority. Instead, they focus on limitations. Acting Regional Heads are restricted from actions like personnel changes, revoking licenses, or implementing policies that contradict established plans. Ironically, these limitations come with an exception: written approval from the Minister of Home Affairs. This requirement can potentially delay policy implementation and open doors for political influence. The unclear authority and limitations on Acting Regional Heads pose several risks. The lack of clear decision-making power can lead to hesitation and stall progress on critical issues like staffing, budgeting, and development plans. Additionally, competition between political interests could create conflict with the regional legislature (DPRD). The temporary nature of Acting Regional Heads might also lead to resistance from the bureaucracy when it comes to appointments. Ultimately, these challenges can hinder the delivery of essential public services (Usman, 2022).

A legal revision is needed to clarify the authority and responsibilities of Acting Regional Heads in government regulations. The Indonesian Constitution (UUD 1945) grants the President the authority to delegate power (Article 4 paragraph (1)). This discretion is crucial to ensure Acting Regional Heads can effectively address regional needs while adhering to Law Number 30 of 2014 on Government Administration (Wahyudi et al., 2022).

#### b. Appointment of Acting Regional Head

Choosing Acting Regional Heads (Pj. Regional Head) shouldn't disregard democratic principles. At the same time, the public needs assurance that the selection process is open, transparent, and accountable. This echoes the Constitutional Court Decision Number 67/PUU-XIX/2021, which emphasized the importance of selecting competent and ethical leaders who reflect regional needs and prioritize public progress.

Clear rules and legal provisions are essential to guide and limit the appointment process. These mechanisms should be transparent, measurable, and hold the selection process accountable to the public. Ultimately, the goal is to ensure Acting Regional Heads are qualified, ethical, and aligned with regional aspirations. While their role is temporary, Acting Regional Heads play a critical part in ensuring smooth and fair elections.

The appointment of Acting Regional Heads (Pj. Regional Head) in Indonesia has sparked concerns about its impact on the country's democracy. Firstly, the selection process itself is viewed

as a centralization of power. By bypassing regional elections and placing the decision in the hands of the central government, regional autonomy weakens and central dominance strengthens. This shift in power dynamics runs counter to Indonesia's democratic ideals. Secondly, the lack of transparency and accountability in the appointment process discourages public participation in politics. Without a clear understanding of how these leaders are chosen and the ability to hold them accountable, citizens become less likely to engage in the democratic process, both directly through voting and indirectly through holding their leaders to account. Finally, the very act of appointing regional leaders without democratic elections undermines the principle of popular sovereignty. As such, it is important for Indonesia's political system to uphold sound, transparent and participatory democratic principles in the appointment process of state officials, especially at the regional level, in order to maintain stability and balance of power between the central and regional governments and ensure equitable participation of the public in the political process (Pratama et al., 2024). The important value of the concept of democracy is the contribution of the people in policy-making, so that whatever the state wants to do, the people must be involved in it. Such thinking has the consequence that if the people are not involved in the appointment or making of decisions and policies then it has violated the essence of democracy, because the true spirit of democracy is the sovereignty of the people. Democracy goes beyond just elections and participation. It also upholds core values like equality, human rights protection, and respect for human dignity. These values should be woven into the fabric of both society and government.

As previously explained, the appointment of the acting regional head is the prerogative of the President and the Minister of Home Affairs. So that in this case the participation of the community as the highest holder of sovereignty in the country of Indonesia is neglected. This is certainly contrary to the principles of organizing regional autonomy in Indonesia and contrary to democratic values. One of the principles of the implementation of regional autonomy that is overridden by the current recruitment process for regional officials is the involvement of community participation.

### **Implementation of the Principles of Community Participation in the Appointment of Acting Regional Heads**

The involvement of community participation is the principle of regional autonomy as well as the essence of democracy. The consequences that must be accepted if a policy is taken without involving community participation in it, then the policy has contradicted the concept of democracy. Currently, there are no legal requirements for public participation in the selection process for Acting Regional Heads. Whereas political participation from the community is a right that must be given to the people so that the people participate in taking part in governance as a fulfillment of the ideal values of popular sovereignty. Indeed, the existence of participation and the level of community participation in a government that is run using democratic principles is one of the instruments to gain community legitimacy. There are three main elements that can be used to measure whether a government has legitimacy or not. First, the consent of the people. Although the community does not give explicit approval, it can give implicit approval, namely when the community participates in political activities or in the decision-making process in the state administration process (Widad, 2023).

The author argues that the current method of appointing Acting Regional Heads, which excludes public participation, undermines their legitimacy. While technically legal, this lack of community involvement means these leaders don't have the full backing of the people they are supposed to represent. Legitimacy in this context goes beyond following legal procedures; it requires the trust and approval of the community. Second, there is a process of compromise, negotiation, and conciliation. Third, there is congruence between the input provided by the community and the results issued by the government.

It is not limited to this. The DPRD as the people's representative body at the regional level is also not involved in the recruitment process of acting regional officials. As a result, the current

mechanism for appointing regional officials is very much in the interest of the political elite at the center and ignores public participation in the process. The closed space for community participation has actually violated the constitutional mandate contained in Article 1 paragraph (2) of the 1945 Constitution, which essentially places people's sovereignty as the highest sovereignty in the process of state administration. In addition, the closed space for community participation has also clearly violated the constitutional rights of citizens that have been adopted in Article 27 paragraph (1) and Article 28C paragraph (2) of the 1945 Constitution which essentially provides opportunities for the community to take part in the process of governance, including in this case determining the leaders and officials who will lead their regions (Widad, 2023).

### **Implementation of Transparency Principles in the Appointment of Acting Regional Heads**

Transparency is essential for ensuring public trust in policymaking. It allows citizens to understand how policies are developed and implemented. This includes monitoring how resources are allocated and budgeted for a policy to ensure efficiency and adherence to established financial frameworks. Dynamic and responsive governance depends on the government being able to inspire, utilize and foster the steady involvement of the widest possible sectors of society. Thus, in principle, public participation is strongly correlated with transparency. To support the implementation of transparency, supporting indicators are needed, such as the existence of Standard Operating Procedures (SOPs) in the administration of government affairs or in the implementation of authority / policy implementation, the existence of an accountability mechanism, the existence of an annual report, the existence of a performance monitoring system for state administrators and the existence of a supervisory system and a reward and punishment mechanism.

Transparency is crucial in selecting Acting Regional Heads. By making relevant information publicly available, the public can understand the process of filling these temporary leadership positions. This allows them to monitor the selection and hold authorities accountable for their decisions. The principle of information disclosure creates transparency, which is necessary in assessing the performance of government administration. When information about the selection process is made public, people can better understand how Acting Regional Heads are chosen. This transparency allows them to judge if the process is fair and makes sense. Information disclosure also promotes accountability, because with public access to information, the Acting Regional Head becomes more responsible for his or her actions and decisions. The public can see and evaluate whether the Acting Regional Head is carrying out his/her duties with integrity, fairness, and in accordance with the interests of the community (Irfani & Alamanda, 2024).

### **CONCLUSION**

The current process for selecting Acting Regional Heads is deeply flawed. It prioritizes the interests of powerful central politicians and excludes any public involvement. This lack of public participation violates the Indonesian Constitution (UUD 1945) in several ways:

- a) Article 1 Paragraph (2): This article establishes the principle of people's sovereignty, meaning the highest power resides with the people. The current selection process undermines this principle by shutting out public participation.
- b) Article 27 Paragraph (1) and Article 28C Paragraph (2): These articles guarantee citizens' rights to participate in governance. The current system disregards these rights by excluding the public from the selection process.

Furthermore, the lack of public participation is linked to a lack of transparency in these appointments. Transparency, a key principle of Good Governance, allows the public to understand how policies are made and implemented. By keeping the selection process shrouded in secrecy, there's no way for the public to monitor or assess it. Overall, the current system for choosing Acting Regional Heads fails to uphold the principles of Good Governance.



## REFERENCES

- Addink, G. H., Anthony, G., Buyse, A. C., & Flinterman, C. (2010). *Sourcebook Human Rights & Good Governance*. Universiteit Utrecht.
- Ahmad, S., Simin, F. A., & Umakaapa, M. H. (2023). Konflik Kewenangan Pengangkatan Penjabat Kepala Daerah Kasus Pejabat Bupati Pulau Morotai Maluku Utara Tahun 2022. *COMSERVA: Jurnal Penelitian Dan Pengabdian Masyarakat*, 2(09), 1729–1742.
- Berlian, N., & Vega F. R., B. (2023). Implementing the Principle of Abuse of Authority Perspective in Executing Superior Orders Against Local Governments. *Policy, Law, Notary, and Regulatory Issues*, 2(2), 163–170. <https://doi.org/10.55047/polri.v2i2.608>
- Handayani, F. A., & Nur, M. I. (2019). Implementasi good governance di Indonesia. *Publica: Jurnal Pemikiran Administrasi Negara*, 11(1), 1–11.
- Hidayati, R., & Suwanda, I. M. (2022). Upaya Pemerintah kota Surabaya dalam Meningkatkan Partisipasi Masyarakat melalui Media Center Surabaya sebagai Wujud Good Governance. *Kajian Moral Dan Kewarganegaraan*, 10(4), 824–841.
- Irfani, H., & Alamanda, A. E. (2024). Prinsip Keterbukaan Dan Akuntabilitas Dalam Pengangkatan Penjabat (PJ) Kepala Daerah. *JUSTITIABLE-Jurnal Hukum*, 6(2), 165–181.
- Nawawi, J. (2012). Membangun kepercayaan dalam mewujudkan good governance. *Jurnal Ilmiah Ilmu Pemerintahan*, 1(3), 19–29.
- Pratama, A. A., Nur, I. T., & Erwinta, P. (2024). Problematika Pengangkatan Penjabat Kepala Daerah sebagai Dampak Penetapan Pilkada Serentak Tahun 2024. *Jurnal Hukum Bisnis*, 13(01), 1–13.
- Rohman, A., Hanafi, Y., & Hardianto, W. T. (2019). Penerapan prinsip-prinsip good governance dalam meningkatkan kualitas pelayanan publik. *Reformasi*, 9(2), 153–160.
- Sulaeman, Z., Mustanir, A., & Muchtar, A. I. (2019). Partisipasi masyarakat terhadap perwujudan good governance di desa damai kecamatan watang sidenreng kabupaten sidenreng rappang. *PRAJA: Jurnal Ilmiah Pemerintahan*, 7(3), 88–92.
- Tampubolon, M., Simanjuntak, N., & Silalahi, F. (2023). *Birokrasi & Good Governance*. PT GLOBAL EKSEKUTIF TEKNOLOGI.
- Usman, S. (2022). Polemik Pengangkatan Penjabat Kepala Daerah. *JURNAL SAINS SOSIAL DAN HUMANIORA (JSSH)*, 2(1), 63–73.
- Waheduzzaman, W. (2008). Good Governance in Democratic Developing Countries: A Paradox. *Workers, Corporations and Community: Facing Choices for a Sustainable Future: Proceedings of the 22nd Conference of the Association of Industrial Relations Academics of Australia and New Zealand*, 1, 438–445.
- Wahyudi, A., Syam, F., & Mushawirya, R. (2022). Kewenangan Pejabat Pengganti Kepala Daerah Dalam Penyelenggaraan Pemerintah Daerah Dari Perspektif Peraturan Perundang-Undangan. *Mendapo: Journal of Administrative Law*, 3(3), 179–201.
- Widad, Z. (2023). Parameter Demokrasi Dalam Penunjukan Penjabat Kepala Daerah. *At-Tanwir Law Review*, 3(1), 88–109.