

Improving the performance of village governance through good governance principles and community participation: The perspective of Gen-z Muslims in Demak

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Abstract

This research intends to scrutinize the impact of sound public administration and societal involvement on the efficacy of local governing bodies from the viewpoint of young adult Muslim communities in Demak Regency, Indonesia. Local governing bodies hold a vital position in advancing countryside progress and public well-being; however, they frequently face obstacles such as restricted citizen interaction and substandard administrative practices. This inquiry adopts a quantitative methodology utilizing a survey technique involving 100 participants who are active affiliates of IPNU and IPPNU, ranging in age from 20 to 27 years. Data were compiled via questionnaires and assessed employing "Structural Equation Modeling (SEM) with the Partial Least Squares (PLS)" technique. The outcomes demonstrate that good governance exerts a considerable influence on community participation, which subsequently substantially affects village government performance. Moreover, community participation acts as an intermediary in the connection between good governance and village government performance. These findings highlight the strategic role of Gen-Z youth in fostering transparency, accountability, and public involvement at the village level. Strengthening participatory capacity among young people and reinforcing good governance principles are therefore essential strategies to enhance the overall quality and effectiveness of rural governance.

Keywords: good governance; community participation; village government performance; Gen-Z; Muslim youth

INTRODUCTION

Village development is an important foundation in achieving national development goals. The Government of Indonesia emphasized this through Law No. 6/2014 on Villages, which grants broad autonomy to village governments to manage local potential, development budgets, and public services in an independent and participatory manner. One form of application of this regulation is conducted through the allocation of rural financial resources, which reached IDR 72 trillion in 2021, covering various programs such as Village Creation, direct cash assistance, and handling COVID-19.

However, the Demak Regency Inspectorate Report, 2021, shows that the management of village funds still faces many obstacles, such as low transparency, accountability, and effectiveness of the work of village officials. The problem of low village government performance is largely rooted in weaknesses in good governance and lack of community participation. Good governance includes fundamental values like openness, responsibility, efficiency, responsiveness, and the rule of law, which are the basis for building a clean and public service-oriented government system [3].

On the other hand, community participation is a crucial element in a sustainable development process, where the community is not only the object but also the subject in planning, implementing, and evaluating development programs. The high level of community participation is believed to strengthen the legitimacy regarding the local administration and enhance the efficiency of advancement programs [8].

In the current context of social change, Generation Z-especially those who are members of religious organizations such as IPNU and IPPNU have a strategic role in the process of village development. This generation is known to be digitally active, has high social awareness, and critical thinking skills that can be utilized to drive positive change at the local level. This potential needs to be directed so that they are not only passive observers, but also actors who oversee the application of effective administrative standards and participate in public decision-making in the village. In several studies, the involvement of the younger generation has been shown to improve oversight of village budgets and activities, as well as strengthen trust between citizens and local government.

In light of this circumstance, it is essential to undertake an investigation that evaluates the impact of effective administration and civic engagement on the efficiency of village-level governance from the perspective of the Gen-Z Muslim community, especially in Demak Regency. This research not only enriches the literature on village governance and participatory development, but also serves as a strategic foundation for formulating village policies that are more inclusive and adaptive to the dynamics of the younger generation. The results of this study are anticipated to offer suggestions for local governments, civil society organizations, and youth communities in the process of enhancing the standard to public services and sustainable village governance.

In explaining the relationship among good governance, community participation, and village government performance, this study relies on organizational theory as a conceptual foundation. Organizational theory explains how structures, systems, and collective behaviors within an organization are designed to achieve predetermined goals. According to Jones, organizational theory is the study of how organizations function and are influenced by their environment. Meanwhile, Wursanto suggests that organizational theory is a conception, view, review, teaching, opinion, or approach to solving organizational problems that can achieve the set goals. This is relevant because the village government is a form of public organization that serves the village community and is required to adapt to the evolving social dynamics.

In the context of village government performance, performance is not only understood as the work of the apparatus, but as a measure of overall organizational effectiveness. According to Prawirosentono, performance refers to the work results accomplished by a person or team within a company, executed in alignment with their designated roles and obligations, in the pursuit of the enterprise's objectives—ensuring that such efforts remain lawful, ethical, and morally acceptable. Thus, strengthening village government performance depends not only on internal capacity, but also on systems that encourage accountability and public participation.

The implementation of sound administrative principles is essential in enhancing local governance. This concept emphasizes the values the principles of openness, responsibility, impartiality, efficiency, and public participation in decision-making. Zulkarnain explained that good governance is a new paradigm that emphasizes collaboration between government and society in creating good and democratic governance. In the scope pertaining to the community, the execution of effective administration is clearly reflected in information disclosure, accountable fund management, and community involvement in planning and evaluating village programs.

Community participation is understood as a form of active involvement of citizens in the development process. Davis defines participation as mental and emotional involvement in a group that encourages individuals to contribute and feel responsible for achieving common goals. Pasaribu adds that effective participation requires prerequisites such as a sense of commonality, goal attachment, adaptability, an initiator, and a participatory climate. Furthermore, Valderama classifies participation into three types: political, social, and citizen participation, each of which indicates involvement at different levels in the development and decision-making process.

Based on the literature review, it can be understood that good governance encourages the formation of participatory spaces, and conversely, community participation strengthens the performance of village governments through legitimacy, accountability, and better policy quality. Therefore, the synergy between these two variables is a crucial basis for enhancing the standard of village governance, especially in the context of modern society such as Generation Z, which has a high preference for transparency, social justice, and direct involvement in the decision-making process.

METHOD

This investigation utilizes a numerical approach with a clarifying investigative framework, purposed to empirically analyze the interrelations between variables, specifically evaluating the influence of effective administration and societal engagement on village government performance from the standpoint of Gen-Z Muslims in Demak Regency. Premised on a positivist paradigm, data were gathered through a structured questionnaire. The intended population encompassed approximately 6,000 affiliates and functionaries of IPNU and IPPNU throughout Demak Regency, within the age bracket of 20 to 27 years. The sample size, comprising 100 participants, was ascertained using the Slovin formula, accommodating a 10% margin of error. A judgmental sampling technique was utilized, predicated on the subsequent criteria: (1) active members or administrators of IPNU/IPPNU, (2) residing in Demak Regency, and (3) currently students, workers, or entrepreneurs. Data were gathered using a closed-ended questionnaire utilizing a 5-point Likert scale that measured respondents' level of agreement with statements representing three main variables: good governance, community participation, and village government performance. The data obtained were primary data collected online through Google Forms during one week in April 2025.

The outcome variable (Y) in this research is the rural area government performance, which reflects how well the village government provides public services, accommodates community aspirations, and carries out development according to the needs of residents. Indicators for this variable include five main aspects, including service quality, responsiveness to public needs, as well as the capacity of rural workforce. All of these indicators is observable within Table1.

Table 1. Operational Definition of Dependent Variable (Y)

Variable	Indicators
Village Government Performance	1. Services to village officials and institutions have been carried out well and smoothly. 2. Village officials actively seek to address the common needs of the local community. 3. Village officials carry out their responsibilities promptly in delivering services to the community. 4. Village officials always accommodate the aspirations of the village community. 5. Institutions have sufficient resources to support village development.

The independent variable (X) is good governance, which represents the extent to which the tenets of effective administration are implemented by the local authority Indicators in this variable include transparency in budget use, community involvement in development planning, accountability in reporting, and fairness in development distribution. Details of the indicators and their measurements are listed in Table 2.

Table 2. Operational Definition of Independent Variable (x)

Variable	Indicators
Good Governance	1. Information regarding the utilization of village funds is conveyed to the community in a transparent manner. 2. Village activities are publicly informed to the residents. 3. Community members actively participate in the planning process of village development. 4. The community participates in monitoring village activities. 5. Village funds are managed properly. 6. Community-contributed funds are allocated for initiatives that serve the public interest. 7. The community is provided with transparent information regarding financial accountability and the utilization of funds. 8. Development equity ensures benefits are distributed fairly among all community members.

9. Village development provides benefits to the entire community.
10. Fund distribution through the village is conducted fairly.

Meanwhile, in this study, community participation acts as the intervening variable, representing the degree of active involvement by community members in diverse village development activities, either in the form of contributing ideas, labor, funds, or participation in the decision-making process. This variable has nine main indicators, including the role of village institutions in coordinating community participation. The elaboration of these indicators can be found in Table 3.

Table 3. Operational Definition of Variable – Community Participation

Variable	Indicators
Community Participation	1. Frequently provides input, ideas, and opinions for village development. 2. Frequently contributes personal funds to support village development. 3. Actively participates in village programs by working voluntarily. 4. Frequently donates personal facilities to support village development. 5. Community organizations play an important role in coordinating community participation in village activities. 6. Community members are involved as essential stakeholders in village development. 7. Community members perform their roles effectively in supporting village development. 8. Community members are willing to take an active role in development activities. 9. Community members demonstrate high motivation to support village development.

The information was examined by employing the SEM technique with the assistance of SmartPLS software. Assessment of validity and reliability was conducted through the outer model, which included evaluations Concerning the agreement validity, distinctiveness validity, and overall consistency. Meanwhile, the internal framework was examined to assess the relationships among variables—good governance, community participation, and village government performance—by analyzing the path coefficients, R-square values, and statistical significance. The feasibility of the model was tested using bootstrapping criteria with a t-statistic value > 1.96 at the 5% significance level. This methodology is designed to provide a thorough and measurable understanding of the role of good governance and community participation in improving village government performance, particularly from the perspective of Muslim youth at the local level.

RESULTS AND DISCUSSION

In this study using descriptive statistical analysis to describe respondents' answers. Based on a sample of 100 respondents from the questionnaires distributed by researchers, there are 3 variables, namely Good Governance, Community Participation and Village Government Performance. Researchers will present in detail the responses of respondents. Data measurement in this study A Likert measurement instrument was utilized, spanning from 1 (the minimum value) to 5 (the maximum value). The responses were subsequently categorized into three levels: low, medium, and high.

Based on the outcomes of the computation of the good governance variable, an average value of 4.04 (high category) was obtained. This shows that most respondents considered that good governance principles such as budget transparency, community involvement in development planning, and village accountability had been implemented quite well. Respondents felt that the village government had tried to convey information openly and provide participatory space for the community. Furthermore, the community participation variable also showed an average score of 4.45, which is included in the high

category. This reflects that the respondents—who are Gen-Z Muslims active in IPNU and IPPNU—have a high participatory spirit in village development activities. They are involved in the form of input, social work, and personal donations, and feel that there is space given by village institutions to contribute. Meanwhile, for the village government performance variable, an average score of 4.12 was obtained, which is also in the high category. This indicates that respondents considered the performance of village officials in providing services, responding to residents' needs, and implementing development to be good, although of course there is still room for improvement.

This study employed SEM using the PLS method via SmartPLS software. The a thorough examination was performed to evaluate the measurement framework (outer framework) and investigate causal linkages within the structural framework (inner framework), while verifying the predetermined hypotheses. The construct validity of the outer framework was assessed through tests of convergent and discriminant validity.

The objective of the convergent validity assessment is to evaluate the legitimacy of the association and identify the magnitude of the relationship between indicators and their respective latent constructs. This evaluation is conducted by analyzing the loading factor values of each indicator within its designated construct. The findings of this assessment are displayed in Table 4.

Table 4. Outer Loadings (Measurement Model)

Variable	Indicator	Loading Factor	AVE
Goog Governance	GG1	0.976	0.861
	GG2	0.975	
	GC3	0.971	
	GC4	0.878	
	GC5	0.922	
	GC6	0.904	
	GG7	0.863	
Village Government Performance	KPD1	0.885	0.766
	KPD2	0.888	
	KPD3	0.858	
	KPD4	0.884	
	KPD5	0.859	
Community Participation	PM1	0.879	0.779
	PM2	0.892	
	PM3	0.941	
	PM4	0.920	
	PM5	0.831	
	PM6	0.826	

As shown in Table 4.8, the SmartPLS output indicates that the loading factor for each indicator of the respective variables is greater than 0.7. This implies that the outer model—representing the relationship between each construct and its indicators—has satisfied the requirements for convergent validity. Consequently, the indicators are deemed valid and exhibit a strong correlation with their respective constructs. Furthermore, the Average Variance Extracted (AVE) values for each variable, it shows how effectively the indicator explains various construct variants. In measuring the level of variance in the indicator, the AVE value is > 0.5 . Based on the explanation in Table 4.8, it demonstrates that the AVE values for all indicator variables exceed the threshold of 0.5. In this case, it shows that the indicators in the study can be said to be relevant to the construct and have a strong relationship with the construct. Therefore, the value of the questionnaire is declared to fulfill convergent validity.

Furthermore, discriminant validity is tested by the cross-loading method. A model is said to have satisfactory discriminant validity if each indicator loads more strongly on its corresponding latent variable than on any other latent variables.

TABLE 5. CROSS LOADING

Variable	Indicator	Good Governance	Village Government Performance	Community Participation
Good Governance	GG1	0.976	0.857	0.814
	GG2	0.975	0.856	0.820
	GG3	0.971	0.870	0.815
	GG4	0.878	0.779	0.818
	GG5	0.922	0.774	0.766
	GG6	0.904	0.805	0.775
	GG7	0.863	0.760	0.745
Village Government Performance	KPD1	0.824	0.885	0.770
	KPD2	0.809	0.888	0.755
	KPD3	0.716	0.858	0.681
	KPD4	0.737	0.884	0.687
	KPD5	0.748	0.8599	0.701
Community Participation	PM1	0.768	0.717	0.879
	PM2	0.677	0.713	0.892
	PM3	0.787	0.780	0.941
	PM4	0.859	0.791	0.920
	PM5	0.666	0.673	0.831
	PM6	0.753	0.675	0.862

Source: Primary data processed, 2025

As presented in Table 5, the factor loading of each measure is greater on its corresponding latent construct than on any alternative latent constructs. Consequently, it can be inferred that the latent constructs demonstrate satisfactory discriminant validity.

The reliability test aims to measure the level of internal consistency of the SEM PLS model. Reliability shows an accuracy and also the consistency of the measuring instrument in carrying out its function properly. There are two methods in the reliability test, namely Cronbach's Alpha and Composite Reliability (CR).

TABLE 6. COMPOSITE RELIABILITY, CRONBACH'S ALPHA AND AVE

Variabel	Cronbach's Alpha	Composite Reliability (rho_a)	Average Variance Extracted (AVE)
Good Governance	0.973	0.974	0.977
Village Government Performance	0.923	0.926	0.942
Community Participation	0.943	0.947	0.955

Source: Primary data processed, 2025

As presented in Table 6, the scale, magnitude, and statistical adequacy are considered satisfactory. The Cronbach's Alpha values for the Good Governance variable (0.973), Village Government Performance variable (0.923), and Community Participation variable (0.943) all exceed the acceptable threshold of 0.70, indicating that the indicators for these variables demonstrate strong reliability. Additionally, the Composite Reliability values for the Good Governance variable (0.974), Village Government Performance variable (0.926), and Community Participation variable (0.947) also surpass the 0.70 threshold. These findings confirm that all three variables exhibit good reliability. Consequently, both The Cronbach's Alpha and Composite Reliability coefficients for all constructs surpass than 0.70, ensuring that the indicators for each variable consistently measure their respective latent constructs. As a result, all the measured variables are deemed reliable, and the research outcomes can be considered trustworthy due to their consistency.

The coefficient of determination, also referred to as R-Square, quantifies the degree to which the outcome variable can be elucidated by the predictor variables. Put differently, the R-Square metric is utilized to evaluate the magnitude of association or connection between the predictor and outcome variables.

TABLE 7. R-SQUARE VALUES

Item	R-Square	R-Square adjusted	Category
Good Governance	0.791	0.787	High
Viillage Government Performance	0.732	0.729	High

Source: Primary data processed, 2025

According to the results of the R-Square analysis, the Village Government Performance variable has an R-Square value of 0.791, meaning that 79.1% of its variability is explained by the factors in the research model, while the remaining 20.9% is influenced by external factors. Meanwhile, the R-Square value for the Community Participation variable is 0.732, indicating that 73.2% of its variability can be accounted for by the model, with the remaining 26.8% affected by factors outside the model. Both values fall within the high category, suggesting that the model demonstrates strong explanatory power in relation to the dependent variables.

The outcomes of the R-Square examination demonstrate that the Village Administration Performance variable attains a value of 0.791, whereas the Community Engagement variable records a value of 0.732. Both figures reside within the elevated range, signifying that the model is capable of accounting for 79.1% of the variance in Village Administration Performance and 73.2% of the variability in Community Participation, with the remaining variance being influenced by factors outside the research model.

In addition to evaluating the magnitude of the R-Square value, the structural model is also assessed through the Q-Square (Q^2) value to determine the model's predictive relevance. The calculation yielded a Q-Square value of 0.420, indicating that the model demonstrates good predictive power, as the value exceeds 0. This suggests that the model used in this study exhibits a strong and accurate predictive relevance in explaining the variables under investigation.

Additionally, to examine the relationships between variables in the model, hypothesis testing is conducted using the bootstrapping method in PLS-SEM 4. This test aims to assess whether the relationships between variables are statistically significant, based on the t-statistic and p-value. With a significance level set at 5% and a critical value of 1.96 for the t-table, a relationship is considered significant if the t-statistic exceeds 1.96 and the p-value is less than 0.05. This hypothesis testing is a crucial step in determining whether the proposed hypotheses can be accepted or rejected, for both direct and indirect relationships among the variables. Within the investigation framework, the Direct Influence Significance Assessment is employed to examine propositions concerning the immediate effect of independent variables on dependent variables.

Table 8. Direct effect hypothesis test results

Hypothesis		Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics	P Values	Conclusion
H1	Good Governance -> Village Government Performance	0.649	0.645	0.089	7.260	0.000	H1 Accepted
H2	Good Governance -> Community Participation	0.855	0.854	0.031	27.315	0.000	H2 Accepted
H3	Community Participation-> Village Government Performance	0.268	0.272	0.094	2.845	0.004	H3 Accepted

Table 8 presents the results indicating that all hypotheses proposed in this study are supported. First, Good Governance significantly and positively influences Village Government Performance (H1), with an initial sample coefficient of 0.649, a t-value of 7.260, and a significance level of 0.000. Secondly, Good Governance is likewise identified to exert a notable favorable influence on Community Engagement (H2), with an initial sample coefficient of 0.855, a t-value of 27.315, and a significance level of 0.000. Thirdly, Community Engagement substantially and positively affects Village Administration Performance (H3), as indicated by the initial sample coefficient of 0.268, a t-value of 2.845, and a significance level of 0.043. These findings suggest that all the relationships between variables in the model are highly significant, thereby validating the hypotheses put forward in this study. An indirect effect significance test is performed to assess the indirect effects between the exogenous and endogenous variables.

Table 9. Indirect effect hypothesis test result

Hypothesis		Original Sample (O)	Sample mean (M)	Standard deviation (STDEV)	T Statistics	P Values	Conclusion
H1	Good Governance -> Village Government Performance	0.230	0.233	0.083	2.781	0.005	Hypothesis Accepted

According to Table 9, the hypothesis concerning the influence of Good Governance on Community Participation through Village Government Performance is supported. This is evidenced by an original sample value of 0.230, a t-statistic of 2.781 (greater than 1.96), and a p-value of 0.005 (less than 0.05), indicating a positive and significant indirect effect through the mediating variable. The findings indicate that good governance has a significant impact on community participation. This result supports the notion that improved village governance, characterized by transparency, accountability, and openness in budget management, along with active public involvement, leads to higher levels of community participation in village development. This is in line with Zulkarnain's (2002) assertion that good governance creates a participatory space that encourages the community to be actively involved in the governance process.

Furthermore, community participation is proven to have a significant effect on village government performance. The higher the community involvement, whether in the form of ideas, labor, or material contributions, the more the effectiveness and efficiency of village public services will increase. This finding reinforces Davis' (in Santoso, 1998) and Pasaribu's (1992) theories that public participation strengthens policy legitimacy and the quality of governance. In this context, the involvement of the younger generation, especially Gen-Z Muslims who are the focus of the research, shows great potential as a driver of participatory development.

Additionally, this study found that good governance has an indirect impact on village government performance through community participation as a mediating variable. This implies that the implementation of good governance not only directly enhances village performance but also does so by fostering greater community involvement, but also strengthens it through community participation. This finding confirms that the interaction between an open government and an active community is the key to creating a

responsive and accountable village government. Overall, the results of this study answer the three problem formulations empirically and provide a theoretical contribution to strengthening the relationship between good governance, community participation, and village government performance, especially from the perspective of young Muslims at the local level.

CONCLUSION

According to the information examination and deliberation, this study concludes that good governance significantly influences community participation, and that community participation, in turn, significantly affects village government performance. Furthermore, good governance also indirectly impacts village government performance through community participation as a mediating variable. These findings highlight the critical role of implementing good governance principles—such as transparency, accountability, and public involvement—in fostering a participatory culture, which ultimately leads to improved village government performance. This is evidence that good governance is not just an administrative goal, but a strategic foundation for service-oriented village development and social justice. The real-world according to the information examination and deliberation of the village government's role in creating a climate that supports community involvement, especially the younger generation. Generation Z Muslims, who are the focus of this study, have proven to have great potential in strengthening the socio-political dynamics in the village, both through the contribution of ideas, social work, and supervision of the government. Therefore, village governments need to expand the space for participation, improve public policy literacy, and create effective communication channels so that community involvement, especially youth, can be maximized in a sustainable manner.

This research also makes a theoretical contribution in strengthening The connection among the concepts of good governance, public participation, and government performance in the context of village governance. The relationship model enriches the literature on participatory development and community-based local governance, particularly in the study of political communication and public administration at the grassroots level. However, this research has a few limitations. First, the data was gathered over a relatively brief period and relied on a quantitative approach based on perceptions, so it does not describe in depth the social dynamics in the field. Secondly, the sample was limited to IPNU and IPPNU members as a representation of Gen-Z Muslims, so the results cannot be generalized to all youth groups in rural areas. Consequently, additional investigation is advised to employ a mixed methods approach and expand the sample to gain a deeper insight into the role of the younger generation in village governance.

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