

**Implementation of Good Governance in Public Services****Futum Hubaib**

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Public Service.**Abstract**

Public service is helping others in specific ways that require sensitivity and interpersonal relationships to create satisfaction and success. Each service produces a product in the form of goods and services (Ministry of Home Affairs of the Republic of Indonesia, 2004). While the primary reference in the implementation of public services (Law Number 25 of 2009 concerning Public Services), it is explained that public services are activities or series of activities in the framework of fulfilling service needs by statutory regulations for every citizen and resident of goods, services, and administrative services provided by public service providers. The poor public service in Indonesia is no longer a secret. Among the state apparatus, there is still the impression that it is making service difficult, so the term has emerged that if it can be made complex, why should it be made more accessible; if it can be slowed down, why it should be accelerated; state affairs cannot be completed by us alone, and so on. Patterns of thought and ways of attitude like that are certainly not in line. Public service is a primary function of government because historically, government existed and was held to meet the interests and needs of the community or its members. The state's implementation of public services is an effort to fulfill the basic needs and civil rights of every citizen for goods, services and administrative services provided by public service providers. The 1945 Constitution mandates the state to fulfill every citizen's basic needs for their welfare so that the effectiveness of a government system is primarily determined by the merits of public service delivery. Factors that influence the not running of public services properly, namely: Bureaucratic, structural problems related to budgeting for public services. The problem that affects the quality of public services is the presence of cultural constraints within the bureaucracy. Besides that, there are also factors from the behavior of officials that do not reflect serving behavior and instead tend to show the behavior of wanting to be served. The current condition of the Indonesian bureaucracy is no

*longer by the new organizational demands. In Indonesia, the bureaucracy in the lowest department or government prioritizes input and process, not results. Therefore, bureaucrats always pay attention to the fact that there should be no leftovers at the end of the financial year.*

## **I. Introduction**

Service is the government's obligation to its citizens, so it is not surprising that the government feels it must be fully involved in this matter. According to the Decree of the Minister of Administrative Reform Number 81 of 1993, which was later refined by Decree of the Minister of Administrative Reform Number 63 of 2003, public service is all forms of service carried out by government agencies, both Central, Regional, within State-Owned Enterprises as well as Regional Owned Enterprises in the form of goods and or services, both in the context of efforts to meet community needs and in the framework of implementing statutory provisions.

Service is a primary function of the government; therefore, the government is obliged to provide services to the community according to the needs of the community. On the other hand, service is the right of the community members. From a theoretical perspective, there has been a shift in the paradigm of public service from the traditional public administration model (old public administration) to a new general management model (new public management), as stated by Denhardt and Denhardt (2000) that in the process of development from a theoretical perspective, there has been a paradigm shift. In public services, from the traditional administration model (old public administration) to a new public management model and will eventually lead to a new public service.

The change in the social paradigm at this time, where the people expect the government to be able to implement good governance, namely the administration of government that is effective, efficient, transparent, accountable and responsible.

The complexity of problems experienced by the Indonesian people is increasingly laden with difficulties. Government organizations supposed to be role models for the people have encountered various issues. The existence of good governance or often called good governance has been euphoria, but the fact is that currently, it is still a dream and is only a mere jargon. Indonesia must wake up immediately from its long slumber. Revolutions in every field must be carried out because every product it produces only accommodates the interests of political parties, factions and groups of people, even though good governance should be a serious concern. Transparency can indeed be one of the solutions, but it is not enough to achieve good governance.

The concept of good governance arises because of dissatisfaction with the government's performance, which has been believed to be the organizer of public affairs. According to the government's capacity, civil society, and market mechanisms, good governance practices can be implemented in stages. One of the strategic choices for implementing good governance in Indonesia is through the provision of public services.

Public service is a benchmark for the success of implementing tasks and measuring government performance through bureaucracy. Public service as the prime mover is also considered necessary by all actors from the element of good governance. Public officials, elements in civil society and the business world share an interest in improving the performance of public services. There are three important reasons behind the fact that public service reform can encourage good governance practices in Indonesia, namely: (1) the improvement of public service performance is considered essential by stakeholders, namely the government, citizens, and the business sector; (2) public service is the realm of the three elements of governance that interact very intensively, and (3) the values that have characterized good governance practices are translated more efficiently and practically through public services.

The phenomenon of public service by the government bureaucracy is fraught with problems, for example, lengthy service procedures and time and price uncertainties which make services challenging to reach politely by the public. These causes distrust of service providers, in this case, the bureaucracy, so that people look for alternative ways to get services in specific ways, namely by providing additional fees.

In addition to the problems above, it is also about the way of service received by the people whose dignity as citizens is often abused. Society is placed as a client who needs the help of bureaucratic officials, so they must comply with the provisions of the bureaucracy and the will of the officials. This happens because the culture that has developed in the bureaucracy so far is not a culture of service but rather a culture of power.

To overcome this condition, it is necessary to improve the quality of sustainable public service delivery to realize excellent public service because public service is the primary function of the government, which is provided as well as possible by public officials. One of the government's efforts is to apply the principles of good governance, which is expected to provide excellent service to the community. The realization of quality public services is one of the characteristics of good governance. For this reason, the state apparatus must carry out its duties and responsibilities effectively and efficiently because it is hoped that implementing good governance can restore and rebuild public trust in the government.

The purpose of the research is to find out and describe; (1) the reality of public services that occur in Indonesian society, (2) public service mechanisms following what is stated in government regulations, and (3) find the ideal type of public service mechanism and its application.

## **Theory**

### **The Definition of Good Governance**

According to Sadjijono (2007), good governance implies a government agency's activities that are carried out based on the interests of the people and the norms that apply to realize the ideals of the state. Furthermore, according to IAN & BPKP (2005), good governance is how the government interacts with the community and manages resources in development. Government Regulation Number 101 of 2000 formulates the meaning of good

governance as follows: governance that develops and implements the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, and the rule of law and is acceptable to all people.

According to the United Nations Development Program (UNDP) document, governance uses economic, political and administrative authority to manage state affairs at all levels. Governance includes all mechanisms, processes and institutions through which citizens and community groups express their interests, exercise legal rights, fulfill obligations and bridge differences between them. However, in summary, good governance is generally defined as good governance. The word 'good' is meant to follow specific rules by the basic principles of good governance.

### **Basic Concept of Good Governance**

According to Sofian Effendi (2005), the concept of good governance has been implemented for a long time by all parties, namely the government, the private sector, and the community. However, many are still confused about the concept of governance. In simple terms, many parties interpret governance as governance. Governance here is not only in terms of the structure and management of an institution called the executive. The government is only one of the three significant actors that make up an institution called governance. Two other actors are the private sector and civil society. Therefore, understanding governance is the integration of roles between the government (bureaucracy), the private sector and civil society in mutually agreed game rules.

Government institutions must create a conducive economic, political, social, cultural, legal and security environment. The private sector is active in growing economic activities that will expand employment and increase income. At the same time, civil society must be able to actively interact with various economic, social and political movements, including how to exercise control over these activities.

Based on this understanding of governance, adding the adjective good in governance can be interpreted as good or positive governance. The location of good or positive traits is when there is the maximum deployment of resources from the potential of each actor based on awareness and mutual agreement on the vision to be achieved. Governance is said to have good characteristics if it has specific features or indicators.

### **Principles of Good Governance**

In Government Regulation Number 101 of 2000, the principles of good governance consist of: (1) professionalism, (2) accountability, (3) transparency, (4) excellent service, (5) democracy and participation, (6) efficiency and effectiveness, and (7) the rule of law and acceptable to the whole community.

According to the United Nations Development Program (UNDP), there are 14 principles of good governance, namely: (1) visionary, (2) openness and transparency, (3) community participation, (4) accountability, (5) the rule of law, (6) democracy; (7) professionalism and competence (professionalism and competency); (8) responsiveness, (9)

efficiency and effectiveness, (10) decentralization, (11) partnerships with the private sector and civil society partnerships, (12) ) commitment to reduce inequality (commitment to reduce inequality), (13) commitment to the environment (commitment to environmental protection), and (14) commitment to a fair market (commitment to fair market).

To achieve good governance in Indonesia, the principles of good governance should be upheld in various essential government institutions. By implementing the principles of good governance, the three pillars, namely the government, corporations and civil society, should look after each other, support each other and actively participate in the governance being carried out.

### **Implementation of Good Governance in Indonesia**

According to Sinambela (2010) that the implementation of good governance in Indonesia is motivated by two fundamental things:

#### **External Demands**

The influence of globalization has forced us to implement good governance. The term good governance began to emerge in Indonesia in the late 1990s, along with interactions between the Indonesian government and foreign countries and donor agencies highlighting the objective conditions of Indonesia's domestic economic and political development situation.

#### **Internal Demands**

The public sees and feels that one of the causes of the current multidimensional crisis is the occurrence of juice of power manifested in the form of Corruption, Collusion and Nepotism (KKN), which has become epidemic in all aspects of life. The community views the KKN practices as most striking in terms of quality and quantity, carried out by the branches of government, executive, legislature and judiciary.

According to Sofian Effendi (2005), the implementation of good governance is based on three pillars. Its performance will work well if it is supported by three interconnected pillars, namely the state/government and its apparatus as regulators, the business world or the private sector as market actors, and society as users of products from the business world, so that good governance should be carried out jointly on these three pillars/elements. If the government only bears the implementation, the success will be less than optimal and even require a long time.

#### **Definition of Public Service**

One of the main essential tasks of the government is to provide public services to the community. Public service is the provision of services by the government, private parties on behalf of the government, or private parties to the community, with or without payment, to meet the needs or interests of the community. There are three reasons public services have become a strategic point to start developing and implementing good governance in Indonesia: (1) Public services have so far been the realm where the state represented by the government interacts with non-governmental organizations. Success in public service will

encourage high public support for bureaucratic work, (2) Public service is a realm where various aspects of clean and good governance can be easily articulated, and (3) Public service involves the interests of all elements of governance, namely government, society, and market mechanisms (LukmanSamparaa: 2000).

According to Robert (1996), what are meant by public service is all forms of public service activities carried out by central government agencies, in the regions and the environment of state or regional- owned enterprises in goods or services both in the context of efforts to meet community needs and in the framework of implementing public order.

According to Widodo (2001), public service is the provision of services (serving) the needs of people or communities who are interested in the organization by the rules and procedures that have been determined.

Law No. 25 of 2009 concerning Public Services defines public services as follows: public services are activities or a series of activities in the framework of fulfilling service needs by statutory regulations for every citizen and resident for goods, services, and administrative services provided by service providers public.

### **Elements of Public Service**

According to Bharata (2004), there are four essential elements in the public service process, namely: (1) service providers, (2) service recipients, (3) types of services, and (4) customer satisfaction. According to Kasmir (2006), the characteristics of good public service have the following elements: (1) the availability of good employees, (2) the availability of suitable facilities and infrastructure, (3) being responsible to each customer, (customer) since from beginning to end, (4) able to serve quickly and precisely, (5) able to communicate, (6) guarantee the confidentiality of each transaction, (7) have good knowledge and skills, (8) try to understand the needs of customers, (9) able to give trust to customers/customers.

### **Principles of Public Service**

According to Ratminto and Winarsih (2006), several principles in administering government services and licensing must be considered, namely: (1) empathy with customers, (2) procedure restrictions, (3) clarity of service procedures, (4) minimization of service requirements, (5) clarity of authority, (6) transparency of costs, (7) certainty of schedule and duration of service, (8) minimization of forms, (9) maximization of license validity period, (10) clarity of rights and obligations of providers and customers, and (11) effectiveness of handling complaints Good service should avoid the occurrence of complaints as much as possible.

### **Principles of Public Service**

The purpose of public service is to satisfy and follow the community's wishes or services in general. To achieve this, it is necessary to provide quality services to the needs and desires of the community. Based on the Decree of the Minister of Administrative Reform No. 62 of 2003 concerning the Implementation of Public Services at least contains the following elements: Simplicity because public service procedures are not complicated

and easy to understand and implement.

Clarity, this clarity includes clarity in terms of: Technical and administrative requirements for public services; Work units/officials authorized and responsible for providing services and resolving complaints/problems/disputes in implementing public services.

### **Details of Public Service Fees and Payment Procedures**

#### **Time Certainty**

Implementing public services must be completed within a predetermined time. Accuracy, public service products are received correctly, correctly and legally.

Security, processes, and public service products provide a sense of security and legal certainty. Responsibilities: The leadership of the public service provider or the appointed official is responsible for delivering services and resolving complaints/problems in implementing public services.

Adequate facilities and infrastructure, availability of work facilities and infrastructure, work equipment and other supports, including the provision of telecommunication and informatics technology (telematics) facilities.

Ease of access, namely that the place and location, as well as adequate service facilities, are easily accessible by the public and can utilize telecommunications and informatics technology.

Discipline, politeness and friendliness, service providers must be disciplined, polite, friendly, and provide service sincerely.

Convenience, the service environment must be orderly and organized, providing a waiting room that is comfortable, clean, tidy, beautiful and healthy environment and equipped with service support facilities such as parking, toilets, places of worship, and others.

### **Relation to the Principles of Good Governance in Public Services**

The application of good governance practices can be carried out in stages according to the capacity of the government, civil society and market mechanisms. Efforts to link good governance with public services are not new. However, the relationship between the concept of good governance and the concept of public service is quite clear. Another argument that proves how vital public service is is its relation to the level of people's welfare. This seems to have to be seen clearly because, in developing countries, the awareness of bureaucrats to provide the best service to the community is still very low.

The problems of implementing good governance include the following:

*Bureaucratic reform has not proceeded according to the demands of society.*

*The high complexity of the problems in finding solutions for repairs.*

*There is still a high level of abuse of authority, there are many practices of corruption, collusion and nepotism, and there is still weak oversight of apparatus performance.*

*Increasing demand for public participation in public policy.*

*Increasing demands for the application of the principles of good governance, including transparency, accountability and quality of public performance and obedience to the law.*

*Bearing in mind the demand for the delegation of responsibility, authority and decision-making in the decentralization era.*

The low performance of human resources and institutional apparatus, the institutional system (organization) and management (management) of regional government are inadequate. (Azizy, Abdul Qadri 2007).

To overcome these problems, bureaucrats work in an environment that is loaded with values and an environment that is driven by several values, where these values will become the basis for all bureaucratic activities when providing public services. Related to this statement, several values must be adhered to by formulators when designing a service announcement. Some deals in question are equality, fairness, openness, continuity and regulation, participation, innovation and improvement, efficiency, and effectiveness.

With this method, applying the principles of good governance in public services will work in accordance with the principles of good governance that have been regulated in Government Regulation Number 101 of 2000. One of the considerations why public services are strategic and a priority to be addressed is because today's implementation of public services is terrible and significant with poor governance. The impact of poor public services is felt by citizens and the wider community, causing dissatisfaction and distrust of the performance of Government service. Poor public services indicate poor government management performance.

Factors causing poor public services so far include:

*Policies and decisions that tend to benefit political elites and are not at all pro-people.*

*Institutions that are built always emphasize only technical-mechanical and not approach to human dignity.*

*The tendency of people to maintain an attitude of accepting whatever has been given by the government has an impact on the blunt, critical perspective of the community.*

*There are government attitudes that tend to prioritize bureaucratic informality and defeat formal processes based on personal gain. (AgusDwiyanto: 2012).*

### **Research Methods**

The research was conducted from August to November 2022 in Samarinda. This research uses a library research approach or literature study. To find data on literacy studies, you can refer to books, journals published locally and internationally, scientific writings, research that other people have carried out before, and articles published in magazines or the news. According to Lofplad (LexyMoleong, 2018), the primary data sources in qualitative research are words and actions, and the rest is only additional data such as documents and others. This research has several characteristics that distinguish it from other types of study, such as natural settings, humans as tools (instruments), and qualitative methods; there are

limits determined by focus, descriptive and others.

## I. Discussion

### **Application of Good Governance Principles in Public Services**

The administration of government, development and public services according to the paradigm of good governance, in the process, is not only carried out by regional governments based on a ruling government (legality) approach or only for the benefit of the provincial government. The good governance paradigm emphasizes processes and procedures, wherein the method of preparation, planning, formulation and formulation of a policy always prioritizes togetherness. It is carried out by involving all stakeholders.

Good governance requires the involvement of all stakeholders, both within the bureaucracy and the community. The administration of good governance is a government close to the community, and in providing services, it must be to the community's needs. Implementing good public services characterizes the essence of good governance. This is in line with the importance of decentralization and regional autonomy policies that allow regions to regulate and manage local communities and improve public services.

Poor government management performance can be caused by various factors, including indifference and low commitment from top management, upper, middle and more subordinate executive leaders, and other government apparatus to realize regional autonomy goals jointly. In addition, the lack of commitment to establish and implement strategies and policies increases the quality of performance management and the quality of public services.

Good public services will reduce or narrow the occurrence of Corruption, Collusion and Nepotism. Nepotism and extortion, which are currently widespread in all lines of public service, can eliminate discrimination in the provision of services.

The paradigm of good governance becomes relevant and animates public service policies in the era of regional autonomy, which is directed at improving the performance of government management, changing the mental attitude and behavior of service delivery officials and building awareness and commitment of regional leaders and their officials to improve and enhance quality public services.

### **Public Service Issues**

The main problem of public services is related to improving the quality of the service itself. Quality services are highly dependent on various aspects, namely the pattern of implementation (management), human resource support, and institutions. Viewed from the way of performance, public services still have various weaknesses, including:

#### **Less Responsive**

This condition occurs at almost all service elements, starting at the level of service officers (front line) to the story of the agency responsible. Responses to various complaints, aspirations and community.

#### **Less Informative**

Miscellaneous information that should be conveyed to the community is slow or does not reach the community.

**Less Accessible**

Various service implementation units are located far from the reach of the community, making it difficult for those who need these services.

**Lack of Coordination**

Various service units related to each other are significantly less coordinated. As a result, policies often overlap or conflict between one service agency and related service agencies.

**Bureaucracy**

Services (especially licensing services) are generally carried out through a process consisting of various levels. This causes the completion of services that take too long.

**Less Willing to Hear Complaints/Suggestions/Aspirations of the Community**

In general, service personnel lack the will to listen to complaints/suggestions/aspirations from the public. As a result, services are carried out as is, without any improvement from time to time.

**Inefficient**

The requirements needed (especially in licensing services) are often irrelevant to the services provided. Expectations are often slow or wholly ignored.

Regarding human resources, the main weaknesses are professionalism, competence, empathy and ethics. Various views also agree that one of the elements that need to be considered is the issue of the proper compensation system.

Viewed from an institutional perspective, the main weakness lies in the organizational design, which is not specifically designed to provide services to the community and is full of hierarchies that make services convoluted (bureaucratic) and uncoordinated. The tendency to carry out two functions at once, the regulatory function and the administrative function, is still very much carried out by the government, which also causes public services to become inefficient.

**Troubleshooting**

The demands of the people in the reform era for quality public services will get stronger. Therefore, the government's credibility is primarily determined by its ability to overcome the various problems above to provide public services that satisfy the community according to its capabilities.

The things that can be proposed to overcome these problems include:

**Determination of Service Standards**

Service standards have an essential meaning in public services. The service standard is a commitment of service providers to assist with a quality determined based on

community expectations and service providers' ability. Determination of service standards is done by identifying types of services, identifying customers, identifying customer expectations, formulating service vision and missions, analyzing processes and procedures, facilities and infrastructure, and time and service costs. This process will provide information about service standards that must be set and institutions capable of supporting the implementation of management processes that produce services according to predetermined criteria.

### **Development of Standard Operating Procedures (SOP)**

To ensure that the service process can run consistently, it is necessary to have an SOP. With the SOP, the service unit's internal processing can run consistently according to explicit references. In addition, SOP is also helpful in terms of the following:

*To ensure that processes can run uninterrupted. If certain things happen, for example, the officer assigned to handle a particular method cannot attend, another officer can replace him. Therefore the service process can continue.*

*To ensure that licensing services can run by applicable regulations.*

*Provide accurate information when tracing procedural errors in the event of deviations in service; Provide accurate information when specific changes are made in service procedures.*

*Provide clear information regarding the duties and authorities that will be delegated to certain officers who will handle a particular service process, or in other words, that all officers involved in the service process have clear job descriptions and responsibilities.*

### **Development of a Customer Satisfaction Survey**

To maintain public satisfaction, it is necessary to develop a mechanism for assessing community satisfaction with the services provided by public service providers. In the concept of service management, customer satisfaction can be achieved if the service products supplied by service providers meet the quality expected by society. Therefore, customer satisfaction surveys have an essential meaning in efforts to improve public services.

### **Development of a Complaint Management System**

Public complaints are a source of information for the efforts of service providers to maintain the services they produce according to predetermined standards consistently. Therefore, it is necessary to design a complaint management system that can effectively and efficiently process various public complaints into input to improve service quality.

In addition, improving the quality of public services also needs to be supported by restructuring the bureaucracy, which will reduce the complexities of public services to become more straightforward. A complex bureaucracy is a field for the growth of Corruption, Collusion and Nepotism in the delivery of services.

Based on the description above, it is clear that improving the performance of public services in Indonesia requires holistic policies. The government is required to have the

courage and ability to be able to develop holistic bureaucratic reform policies and implement them consistently. In this way, it is hoped that bureaucratic reform in Indonesia can produce bureaucrats who genuinely devote themselves to the public interest and make efficient, responsive and accountable public services.

It is hoped that in the future, the services provided through the concept of good governance will make it easier to obtain benefits and provide the best service for people in the government and not require a large amount of money to get a service. By implementing the principles of good governance, the three pillars, namely the government, corporations and civil society, look after each other, support and actively participate in the governance being carried out.

## **II. Conclusion**

### **Conclusion and Suggestion**

The concept of public service delivery, as stipulated in Law no. 25 of 2009 concerning public services, is good enough. It's just that the implementation is still not ideal because the right and proper punishment has not supported this pretty good concept. As stated in Article 34, it is perfect enough to provide rules regarding the behavior of professional public service implementers. Still, if examined further in Articles 54 to 58, which regulate sanctions, no penalty can be imposed on public service implementers who violate rules of conduct for implementing public services as outlined in Article 34. So that if the executor violates the ethics of behavior in the delivery of public services, there is no sanctions that can be imposed on violations of the ethics of public service.

The New Public Service and Good Governance perspectives are considered the most appropriate for overcoming public service problems in Indonesia. The strategy implemented to increase the responsiveness of public services to citizens is through institutionalizing citizen charters or public service contracts. Citizen charter is an approach to public service delivery by placing service users as the center of attention. In this case, the needs and interests of users of public services must be the primary consideration in the overall administration of public services. Citizen charters have encouraged all providers and users of public services and other stakeholders to jointly agree on the types, procedures, timing and costs of implementing public services. This agreement must also consider the balance of rights and obligations between providers and users of public services. Because the formulation of the accords is carried out by involving members of the user community, citizen charters will make it easier for public service providers to know and understand all kinds of interests and aspirations of citizens regarding implementing public services.

The implementation of good governance requires the involvement of all components of stakeholders; both within the bureaucracy and within the community, close to the community and providing services must be to the needs of the community.

There are five ways to improve the public service sector that should be considered: accelerating the formation of a public service law, establishing a one-stop public service, transparency of the cost of managing public services, making SOPs, and reforming

employees involved in public services.

### Suggestion

The government needs to be able to add facilities and infrastructure related to public services. Support the implementation of good governance, characterized by the performance of good public services. This is in line with the essence of the policy of decentralization and regional autonomy, which provides flexibility to regions to regulate and manage local communities and improve public services.

Government officials' professionalism, integrity and ethical values need to be improved or communicated with the best behavior and involving related parties. Because no matter how good the design of a public service is, it will not be carried out effectively, efficiently and economically if it is carried out by people with low integrity and ethical values. Build community involvement to achieve strengthening civil society participation.

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