

# Implementation of Good Governance Principles in Public Services at the Madidir District Office, Bitung City

Kurniawan Lengkong<sup>1\*</sup>, Abdul R. Dilapanga<sup>2,\*</sup>, Recky H. E. Sendouw<sup>3</sup>, Devie Siwij<sup>4</sup>

<sup>1234</sup> Faculty of Social Sciences, Manado State University

**Abstract.** This study aims to determine the implementation of the principles of good governance in public services at the Madidir District Office, Bitung City, and the obstacles that exist in implementing the principles of good governance in public services at the Madidir District Office, Bitung City. This study uses a qualitative descriptive approach. This study shows that the focus on openness at the Madidir sub-district office has not been appropriately implemented. Employees are not open to providing information regarding the requirements of services in writing and are also not available about the costs of implementing services that the community must pay. There is no clarity in the certainty of the completion time of documents. For consideration, it is recommended that: 1) the Madidir sub-district office should follow up on community complaints that feel less open in providing information on the mechanism, time, and cost of services, as well as holding training for employees and THL as an effort to maximize performance and even implement a more comprehensive work program. Consistent in service. 2) the sub-district head of Madidir sub-district must provide complete facilities, in case of damage or shortages, must accelerate the procurement to support the implementation of services to the community at the Madidir sub-district office.

**Keywords:** Implementation, Public Service, Good Governance.

## 1 Introduction

The sub-district government is an inseparable part of the Indonesian government system that carries out good governance. Good governance carries out the functions of regulation, service, and community empowerment (LAN RI, 2004). To respond to the dynamics of the development of good governance, which pays attention to the needs and demands of the community in public services, the Minister of Home Affairs Regulation No. 4 of 2010 concerning Guidelines for Implementing Integrated District Administration (PATEN) was issued, and KEP.MENDAGRI No. 138-270 of 2010 Regarding the technical guidelines for the Sub-District Integrated Administration Service (PATEN), where all sub-districts have to implement the program.

District Integrated Administrative Services (PATEN) is the implementation of public services in the sub-district, the management process, starting from the application to the issuance of documents is carried out in one place. This one place means enough to go through one table/service counter. This system regulates that the community only deals with service desk/counter officers, if the community wants to carry out administrative services, they no longer need to go to every officer with an interest such as the Camat, Sekcam, and section heads. The community simply submits the file to the service desk/counter clerk, just

waits for a moment then is called to receive the document that has been made, and after that makes a payment (if there is a fee that needs to be paid), the service fee is carried out and recorded transparently. This is so that the realization of quality public services is one of the characteristics of good governance [1].

The purpose of the general principles of good governance includes the principles of legal certainty, orderly state administration, openness, proportionality, professionalism, and accountability, as referred to in Law No. 28 of 1999 concerning the Implementation of a Clean and corruption-free State. Collusion and Nepotism. Good governance must be based on public policies applied by the government through administration and management systems. The sub-district as an organization is driven through an administration and management system in this case the sub-district government where the administration issues policies and management implement these policies. As an organization, the Madidir District government carries out the planning, organizing, mobilizing, and supervisory functions based on its main duties and functions in the fields of coordination, coaching, and community service.

Public services based on Law Number 25 of 2009 concerning Public Services are "activities or series of activities in the context of fulfilling service needs by laws and regulations for every citizen and resident of

\* Corresponding author : abdulrahmandilapanga@unima.ac.id

goods, services and/or administrative services provided by public service providers." Based on Bitung Mayor Regulation Number 40 of 2020 concerning Guidelines for Adopting New Habits Towards a Productive and Safe Society Corona Virus Disease (COVID-19) in article 8 "Allowing public services at work/offices to carry out limited operations while still guided by health protocols handling COVID-19".

Thus, public services organized by public service providers in Madidir District are carried out based on the principles of public services guided by the health protocol for handling COVID-19. The types of community services in Madidir Sub-district are as follows: (1) recommendation/ratification of cover letter for SKCK application that has been approved by the Village (2) recommendation/ratification of crowd permit/road closure (3) recommendation/ratification of certificate of domicile of community organization/politics (4) Family card legalization services (5) recommendation on the application for population administration (6) recommendation/authorization of subsidized fuel purchases for retailers, fishermen, and industry (7) recommendation/approval of poverty certificate (8) Issuance of micro and small business licenses (IUMK) (9) Recommendation/ratification of inheritance statement (10) recommendation/ratification of change in land origin (11) recommendation/ratification of land use change (12) recommendation/ratification of power of attorney related to land (13) recommendation/ratification of the willingness of land for public facilities. (District Data, 2015).

Based on the research on public services held by the government and employees of the Madidir sub-district, they have not been able to meet the quality expected by the community. The system that is run at the Madidir sub-district office is still carrying out conventional services whose service delivery process is different from PATEN, the community brings the requirements file to be taken care of and has to meet directly with interested officials. This is by statements from several people in the Madidir sub-district who were asked about various complaints about the service. For example, some people are difficult when take care of land ownership certificates because in the current Covid-19 pandemic era, work from home and work from office policies are applied, meaning that sub-district employees change pickets every day to be at the sub-district office directly, so often the employee concerned does not can be found at the office, making people have to come back another day, thus delaying the completion of services.

In addition, there are other complaints such as the lack of availability of information regarding the requirements, costs, and time for completion of services so that the community tends to spend more in the hope that it will be completed quickly and online services often take a long time to be responded to by sub-district employees. And often the desk/counter clerk is not there, even though in addition to maintaining the guest book, the officer has the task of informing the flow or process of the needs of service users with a PATENT system.

To improve the quality and services provided, of course, every institution wants to provide a good innovation program for its people, so it is necessary to optimize services in the sub-district as the leading regional apparatus in providing public services and must be accompanied by the creation of better good governance.

Based on the description above, it can be stated that good governance will be achieved if the principles of good governance can be implemented properly. Thus there is an effect of applying the principles of good governance to public services. Therefore, the author is interested in conducting research on the application of good governance and public services and compiling it in the form of a scientific paper with the title: "Implementation of Good Governance Principles in Public Services at the Madidir District Office, Bitung City".

## 2 Research Methods

The method used in this study is a qualitative research method, and the type of research is a case study. This research was chosen because it presents data systematically and factually regarding the facts in the field. In qualitative research, humans are research instruments and the results are written in the form of words or statements that are by the actual situation.

This research was carried out at the Madidir District office, Bitung City. This research concerns the public services carried out at the Madidir District office by the implementation of good governance. The researcher chose the research location at the Madidir District office because it is the area where the researcher lives and the researcher hopes that this research can help solve existing problems and can even improve the quality of public service delivery according to the principles of good governance.

Based on the problem formulation to find out how the implementation of the principles of good governance in public services at the Madidir sub-district office, Bitung City, the focus of this research is on several principles of good governance, adapted to the problems in the field, namely: 1) openness; 2) Accountability; 3) Determinants of the implementation of Good governance.

In this research, the main research instrument is the researcher himself. The author himself made observations, interviews, data collection, and data analysis. The tools used are in the form of field notes, mobile phones, voice recorders, photo cameras, and other tools.

The main data sources for qualitative research are words and actions, the rest is data like other documents. Furthermore, in data collection, the researcher used the following techniques: 1) observation techniques, namely the collection and data collection techniques used in conducting direct observations at the research location; 2) interview technique, namely the technique of obtaining research materials in the form of data and in-depth information to related informants; and 3) documentation techniques, namely data collection

techniques by collecting, obtaining and digging in-depth evidence in the form of documentation that can support research results.

### 3 Result and Discussion

Public service management is the core of an administration because management is the main implementation tool of administration. The definition of public service management put forward by Ratminto is public service management as "a process of applying science and art to plan, implement plans, coordinate and complete service activities to achieve firm and consumer-friendly service goals, creating special interactions, and quality control with customers [2].

Public service management can also be interpreted as a process of planning and implementing as well as directing and also coordinating the completion of public service activities to achieve predetermined public service goals. Good public service management will of course have an effect and provide quality services, otherwise poor service quality will affect the level of public trust in the government. Implementation is usually carried out after the planning has been considered mature, in simple terms implementation can be interpreted as implementation or application. According to Syaukani, "implementation is a series of activities to deliver policies to the community so that these policies can bring results as expected. The series of activities include, (1) preparation of a set of further regulations which are the interpretation of the policy (2) preparing resources to drive implementation activities including facilities and infrastructure, financial resources, and of course determining who is responsible for implementing the policy (3) how to deliver concrete wisdom to the community".

Meanwhile, according to Van Meter and Van Horn in stating "implementation is an action taken by individuals/officials or government or private groups directed at achieving the goals outlined in policy decisions" [1].

The above understandings show that the word implementation of public services in principle is not only limited to the process of implementing a policy but also includes the actions or behavior of individuals, government and private groups, as well as administrative bodies or bureaucratic units that are responsible for implementing the program in achieving goals, but also observing various political, social, economic forces that influence the goals to be achieved which lead to activities, actions, actions or mechanisms of a system or you could say implementation is an activity carried out through planning and referring to certain rules to achieve the objectives of the activity.

Articles 2 and 3 of Law Number 25 the Year 2009 concerning Public Services are intended to fulfill legal certainty in the relationship between the community and public service providers, the purpose of this public service law is to create clear boundaries regarding rights, responsibilities, obligations, and authorities of the parties concerned. The implementation of local government public services must be by the general

principles of good governance, even the implementation of public services can be fulfilled by the general principles of good governance, realizing legal certainty for the community.

Public services are based on the Decree of the Minister of Administrative Reform No: 63/KEP/M.PAN/7/2013 as follows: Public services are all service activities carried out by public service providers to fulfill the needs of service recipients and the implementation of statutory regulations. Even in KEP. MENPAN No. 63 of 2003 concerning General Guidelines for the implementation of Public Services states that "The essence of public service is the provision of excellent service to the community which is the embodiment of the obligations of government officials as public servants." It even regulates the principles of public services, namely: simplicity, clarity, the certainty of time, accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline and friendliness, courtesy, and comfort.

Every public service must have service standards and be published as a guarantee of certainty for service recipients. Public service providers are officials or employees of government agencies who carry out the duties and functions of public services by statutory regulations. Meanwhile, the recipients of public services are people, communities, government agencies, and legal entities. This statement confirms that the government through the agencies providing public services, they are responsible for providing excellent service to the community. Thus, public service is the fulfillment of the wishes and needs of the community by state administrators.

One of the strategic options for implementing good governance is through the provision of public services. There are several considerations because public services are strategic to start implementing good governance. Public services as the main mover are also considered important by all actors from the elements of good governance. Public officials, elements in civil society, and the business world have an interest in improving the performance of public services. There are three important reasons that the reform of public services can encourage the practice of good governance. First, improving the performance of public services is considered important by stakeholders, namely the government, citizens, and the business sector. Second, public service is the domain of the three elements of governance that interact very intensively. Third, the values that have characterized the practice of good governance are translated more easily and significantly through public services [3].

In Indonesia, the principles of good governance are enshrined in Article 20 of Law number 32 of 2004 concerning Regional Government. Which regulates the administration of government that must be carried out with the general principles of governance.

A policy must be implemented to ensure the implementation of an action or plan. The success or failure of a policy depends on its implementation, so it has the most important role in its implementation. Meter and Horn in Agustino define policy implementation as actions taken by individuals or officials and even

government or private groups directed at achieving the goals outlined in policy decisions. The success of policy implementation can be measured or seen from the process and achievement of the final goal, namely whether or not the goals to be achieved are achieved. In essence, policy implementation is actions. These actions are taken by the government to achieve a goal that is formulated through a decision or stipulation.

Goinpeace H. Tumbel stated that the term public policy is closely related to the elite of the government bureaucracy whose daily activities are related to various public affairs [4]. Then Langkai discusses the concept of Policy Implementation from Mazmanian and Sabatier that understanding policy implementation means trying to understand what happens after a program is implemented or formulated [5] Good governance requires the involvement of all actors, both those in the bureaucratic environment as a service provider, even in the community environment as a service recipient. The implementation of good governance is a government that provides services that are to the needs of the community and a government that is familiar or close to the community.

Efforts to improve public services will be difficult to do if there is no regulation as a legal basis for support. This makes the service to the public in its implementation providing excellent service which is the embodiment of the obligations of the government apparatus as public servants. Law Number 28 of 1999 concerning the Implementation of a State that is Clean and Free from Corruption, Collusion and Nepotism regulates the general principles of good governance, namely: the principle of legal certainty, orderly state administration, openness, proportionality, professionalism, and accountability. About professional public services to the demands of the community according to Thoha in Widodo, professional public services mean public services characterized by accountability and responsibility from service providers, namely government officials [6].

These principles become one of the foundations for public service providers in carrying out their activities. However, the reality is that these things have become a turning point for the decline in the quality of service to the community, whether the regulatory system is still inadequate or more towards individual factors. But what is clear in the implementation in the field is that in some areas of service there are still abuses of authority and ineffectiveness of services which have an impact on the community's dissatisfaction with the service itself. Public understanding of good governance itself is a good, clean, fair government, that can carry out its duties and functions by applicable laws. By the level of development, the services provided by the Madidir District office temporarily carry out Integrated Administrative Services (PATEN), namely the implementation of public services from the application stage for administrative management to the stage of issuing or publishing documents only through one place or one desk/counter. The application of PATEN makes it easier for the public to recommend any application, business, and others. Because PATEN has the goal of

improving service quality and even bringing services closer to the community [7].

There are several principles of good governance, but the focus of research at the Madidir District Office is 2 (two) principles, namely: 1) the principle of openness, namely openness or transparency, namely providing information related to public resource management activities to parties who need it as the realization of good governance; 2) the principle of accountability, namely Accountability is to provide accountability for the performance and actions of every decision maker in the service sector organization to the general public. Accountability can be explained here describing responsibility for performance, professionalism, and carrying out procedures and mechanisms in serving the community.

Based on the explanations of the informants who have been asked by researchers regarding the matter of public services at the Madidir sub-district office, progress and positive results from these service activities, but also cannot be separated from shortcomings and unsatisfactory results or are still not by what is expected. This is due to various inhibiting factors that greatly affect the results of all service implementations at the Madidir District office.

### 3.1 Openness

Openness is one of the fundamental aspects of the realization of good governance. The realization of good governance requires transparency, involvement, and easy access for the public to the process of administering the government. Conceptually, Disclosure is made based on the free flow of information, all processes and mechanisms of the government and agencies whose information can be easily accessed by interested parties, and this available information must be adequate so that it can be understood and monitored. In line with this, the United Nations Development Program (UNDP) explains that openness or transparency means that government must be built on the free flow of information that those who need it want to have [8]. In this case, the Disclosure explains that the public can access the widest possible information easily. This is also a measure of how easy it is for the community to obtain information, for example, related to administrative service activities to the community and the budgets used by Madidir District.

According to Dwiyanto, three indicators can be used to measure the openness of public services;

- Measuring the level of openness of the public service delivery process. In this case, it covers the entire process of public service including the requirements, costs, and time required, as well as service mechanisms or procedures that must be met.
- Refers to how easily the service rules and procedures can be understood by users and other stakeholders. In this case, not only in a literal sense but also the meaning behind all the procedures and regulations.

- c. Ease of obtaining information on various aspects of public service delivery. In this case, the easier it is for users to obtain information about various aspects of public service delivery, the higher the transparency.

By using the three dimensions of openness, an assessment of the openness of public services can be carried out more fully.

Based on the results of observations made by the researchers added to the information obtained from the informants, it can be explained that the implementation of the principles of good governance related to the principle of Openness has not been implemented optimally where there are still problems as stated by several informants regarding the openness of each type of service, information requirements, process and the service mechanism has not been carried out properly, it can be seen from the absence of such information in writing on the information board so that people who want to receive services must ask directly to employees at the sub-district office, then the clarity of costs in implementing services is also still not open, due to public ignorance. regarding detailed information that must be paid so that fees are still being asked for in carrying out the management, and if the completion time of the service implementation does not have clarity or certainty when the document will be issued. but that makes people wait for a long time and even go back and forth in a few days to the sub-district office.

### **3.2 Accountability**

Accountability is a measure that shows whether bureaucratic activities or services carried out by the government are by the norms and values adopted by the people and whether the public services can accommodate the real needs of the people. For a public organization, the principle of Accountability according to the United Nations Development Program (UNDP) states that Accountability is that decision-makers in government, the private sector, and civil society are accountable to the public and stakeholder institutions. This accountability depends on the organization and the nature of the decisions made, whether those decisions are for the internal or external interests of the organization. Public service accountability is also regulated in KEPMENPAN No. 26 of 2004 concerning technical guidelines for Transparency and Accountability in the Implementation of Public Services, namely: Accountability of Public Service Performance, Accountability of Public Service Costs, and Accountability of Public Service Products.

The application of the principle of Accountability will encourage every government official to carry out each of his duties and functions in the best way for the success of his administration. Because every decision that is issued, even the actions taken must be accountable to the law and the public. Because accountability is giving responsibility for the performance and actions of the leadership of an organization to the public who have the right and obligation.

Based on the results of interviews with several informants and the results of observations from researchers, it was explained that the implementation of the principles of good governance regarding accountability or responsibility in its implementation was quite good, it could be seen from the implementation of the duties of each employee that could be carried out according to the applicable Standard Operating Procedures (SOP). If there is a gap in terms of service, such as the absence of employees to serve, it can be overcome because the arrangement of a very good leader who delegates these tasks to employees who are present so that there is no accumulation of tasks and also makes people not wait too long to get services. Even so, it is still found that employees are more concerned with personal interests than the interests of the community as seen by employees who leave the office during working hours so that people queue up.

### **3.3 Determinants of Good Governance Implementation**

Based on observations made by researchers as well as conducting interviews found results that explain that there are still several things that are obstacles for the Madidir sub-district in applying the principles of good governance to public services at the Madidir sub-district office, namely, first regarding the facilities and infrastructure owned by the Madidir sub-district office.

It is not adequate; it can be seen from there are still employees who carry out their duties and work using personal laptops and the laptop error often occurs and it is also found that the photocopy machine owned by the sub-district office has been damaged so that the community must independently make photocopies outside for archives from the sub-district. And the second thing is regarding the Human Resources (HR) in the sub-district office which needs to be improved again in terms of individual skills, order, and discipline and every employee and THL in the District office.

Langkai J, in his research on the Competence of Structural Officials at the Minahasa Regency Personnel and Human Resources Development Agency, stated that employee competence greatly determines the results of the work done. Every employee is required to have competence, especially if the employee is in a structural position within an organization. Existing structural officials must meet job competencies such as technical competence, managerial competence, and structural social competence to complete work to achieve organizational goals efficiently and effectively in the field of staffing [9].

## **4 Conclusion**

Based on the results of the research conducted and the discussion that has been analyzed and described previously, by research on the implementation of the principles of good governance in public services at the Madidir sub-district office, it can be concluded that:

1. The principle of openness at the Madidir sub-district office has not been implemented properly

- where employees are not open about providing information regarding the requirements of the service in writing and are also not open about the details of the costs of implementing services that must be paid by the community and there is no clarity in the certainty of the completion time of documents. In this case, people are confused, have to spend money, and waste time waiting for the completion of the required documents.
2. The principle of Accountability at the Madidir sub-district office has been implemented quite well where in terms of Accountability from the Camat and employees in its application according to observations and interviews that have been carried out with full responsibility and can carry out duties and service functions according to Standard Operating Procedures (SOP) applicable. Management from the leadership also looks very good regarding the division of tasks in filling the job vacancies of employees who are not present.
  3. The obstacles in applying the principles of good governance, it is related to inadequate facilities and infrastructure in providing services to the community, because the lack of facilities causes the community to be less satisfied in receiving services, such as broken photocopiers and officers' laptops that often have errors. and there is no information board. Another obstacle is that Human Resources (HR) are still lacking in terms of individual skills of each employee, as well as the order in serving the community, especially officers who serve as desk guards or counters, and discipline in terms of service delivery times that employees should be in the office during working hours. Employees must prioritize the interests of the community.
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