

Good Governance for Efficient Public Services Responsive and Transparent

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Abstract

The provision of goods, services, and administrative services by public service providers is one example of how the implementation of public services by the state is an attempt to meet the fundamental requirements and uphold the civil rights of all citizens. A conceptual framework for improving the ideology, paradigm, culture, and management of a government in order to achieve high performance is called "good governance." The existence of cultural constraints within the bureaucracy is the factor that has the greatest impact on the quality of public services. In addition, there is a component in the behavior of the apparatus that does not reflect the behavior of serving but, on the other hand, tends to show the behavior of wanting to be served. This component is known as the "wanting to be served factor." The purpose of this research is to investigate how effective governance can contribute to the delivery of public services that are also responsive, open, and efficient. In this investigation, a qualitative strategy is combined with a descriptive research approach. The findings of the study indicate that the implementation of good governance in the improvement of public services can be carried out in accordance with the principles of efficiency, responsiveness, and transparency.

Keywords: Public Service, Good Governance, Efficient, Responsive, Transparent.

Abstrak

Penyediaan barang, jasa, dan pelayanan administrasi oleh penyelenggara pelayanan publik merupakan salah satu contoh bagaimana penyelenggaraan pelayanan publik oleh negara merupakan upaya untuk memenuhi kebutuhan dasar dan menjunjung tinggi hak-hak sipil seluruh warga negara. Kerangka konseptual untuk meningkatkan ideologi, paradigma, budaya, dan manajemen suatu pemerintahan untuk mencapai kinerja yang tinggi disebut "pemerintahan yang baik". Adanya kendala budaya dalam birokrasi merupakan faktor yang paling besar pengaruhnya terhadap kualitas pelayanan publik. Selain itu, terdapat komponen perilaku aparatur yang tidak mencerminkan perilaku melayani tetapi sebaliknya cenderung menunjukkan perilaku ingin dilayani. Komponen ini dikenal sebagai "faktor ingin dilayani". Tujuan dari penelitian ini adalah untuk menyelidiki bagaimana pemerintahan yang efektif dapat berkontribusi pada pemberian layanan publik yang juga responsif, terbuka, dan efisien. Dalam penelitian ini, strategi kualitatif dipadukan dengan pendekatan penelitian deskriptif. Temuan penelitian menunjukkan bahwa penerapan good governance dalam peningkatan pelayanan publik dapat dilaksanakan sesuai dengan prinsip efisiensi, daya tanggap, dan transparansi.

Kata Kunci: Pelayanan Publik, Good Governance, Efisien, Responsif, Transparan.

Introduction

Good governance (good governance) has long been a dream of many people in Indonesia. Still, understanding the concept of good governance is different. It imagines that the concept of good governance will have a better quality of government

so that the practice of corruption is reduced and the government is stronger. Cares about the interests and needs of their people (Dwiyanto, 2021; Siti Maryam, 2017).

Improving the performance of public services is important to all parties involved, including the government, end users, and commercial market participants (Fitriani, 2017). The public service is the domain of the three elements of governance that interact very intensively with one another; if the government is able to improve the quality of public services, then the benefits can be felt directly by the community as well as market participants (Oja, 2017). In order to amass widespread support for the process of developing good governance practices in Indonesia, one of the most essential preconditions that must be met is the presence of trust between the government and non-government elements (Nawawi, 2012).

The term "good governance" can also be translated to mean "civil society." Implementing development management, empowerment, and service delivery in a manner that is congruent with democratic principles (government of, by, and for the people) is another definition of good governance (Kardos, 2012; Smith, 2007).

The demand to realize good governance has become one of the important issues in Indonesia since the financial crisis that occurred in 1998. The crisis later expanded into a multidimensional crisis and has prompted a backflow demanding reforms in the administration of the state, including its government (Sulistiani, 2017). One of the causes of the multidimensional crisis is due to poor/improper management in the administration of governance (poor governance) which is indicated by several problems, including the following: (1) Dimensions of power by one party over another, so that supervision becomes difficult; (2) The occurrence of KKN actions; and (3) the low performance of the apparatus, including in services to the public or the community in various fields (Kurniawan, 2007).

The implementation of good governance is a better public service to the community. To achieve these ideals, the bureaucratic system needs to be reformed (Febrianingsih, 2012). So far, the bureaucracy tends not to match what is expected. The existing bureaucracy cannot create work efficiency and effectiveness, so the bureaucracy is often considered an obstacle to achieving government goals (Andini et al., 2017). The parties required to carry out reforms are the state, the business world (corporate), and the wider community (civil society). In general, the demands for reform are the creation of good corporate governance in the private sector, good public governance in the administration of state government, and the formation of a good civil society or the wider community that can support the realization of good governance (Dewi, 2018).

According to Duadji (2012), in governance, there are three pillars involved, namely:

1. Public governance which refers to government institutions so that it can be interpreted as good governance in government institutions;
2. Corporate governance which refers to the business world, so that it can be interpreted as good corporate governance;
3. Civil society or the wider community.

These three pillars cannot be separated but are fully integrated. This is because change is the task of all elements that require good coordination and consolidation. We can conclude that good governance is impossible to achieve if the three pillars (government, private sector, and society) are reluctant to work together, especially if

they blame each other. All aspects are integrated and cannot be separated because good governance is a system that will stand if its elements work harmoniously and coordinately following applicable rules/mechanisms (Sellang et al., 2022).

The main challenge in establishing good governance is determining how to implement the three characteristics listed above in daily government administration. Of course, realizing these three things in Indonesian government administration is not an easy task. The current political system is still far from the characteristics described above. Because the roles of the government and non-governmental organizations are still very unequal and disproportionate, it has been difficult to create a strong synergy (Fakhrulloh, 2020).

To develop good governance practices, the government must adopt and implement an accurate strategy that can be implemented in stages based on the capacity of the government, civil society, and market mechanisms, as long as these changes consistently lead to the realization of the three governance characteristics. The development of public service delivery, which characterizes the values associated with good governance, is one of the strategic choices for developing good governance in Indonesia (Heryanto, 2014).

There are several ways to build a new culture in the government bureaucracy. The government can explore the values and traditions that are considered good (local pearls of wisdom) from the previous administration, then transfer them into the life of the current government bureaucracy. In addition, the government can also learn from best practices in other countries that can be learned and imitated to be developed in the bureaucracy in Indonesia (Heffy, 2009).

In order to accelerate the formation of a new culture, incentives and disincentives need to be given to bureaucratic officials who have succeeded and failed to realize new behaviors following the new culture. Those who succeed in realizing new attitudes and behaviors as expected by the new culture and mindset should be rewarded. On the other hand, those who fail and are reluctant to change according to the new culture and mindset should be penalized. Changes in service procedures that currently tend to be complex and hinder citizens' access reasonably will not be able to succeed properly if changes do not follow the mission and culture of the bureaucracy.

Method

This study employs a qualitative approach with a descriptive approach. Sugiyono (2011) defines qualitative research methods as "naturalistic because the research is conducted in natural conditions (natural settings); referred to as a qualitative method because the data collected and analyzed is more qualitative." The use of a qualitative approach in this research explores and collects information and facts from the informants as they are, according to the informants' own perspectives, by collecting data in the form of facts that are disclosed according to the informants' language and views. As a result, researchers give informants the most opportunities to reveal all informant information completely and holistically.

Result And Discussion

Implementation of Good Governance in Public Services

Sedarmayanti (2004) argues that the basic principle underlying the difference between the concept of governance (governance) and the traditional government

pattern lies in such strong demands that the role of government be reduced. The role of the community (including the business world and non-governmental organizations/non-governmental organizations) is improving, and access is more open. The strategic plan of the State Administration Institute for 2000-2004 states that a new approach is needed in state administration and development directed at the realization of good governance (Sedarmayanti, 2004).

In his book titled "Good Governance", Sedarmayanti (2004) concludes that there are four main elements or principles that provide an overview of public administration characterized by good governance;

- a. Accountability; the government apparatus must act as the person in charge and the person in charge of all actions and policies it establishes.
- b. Transparency: good governance will be transparent to its people at the central and regional levels.
- c. Transparency: requires that the people have the opportunity to submit comments and criticisms of the government, which they consider to be non-transparent.

The rule of law; Good governance has characteristics in the form of guarantees of legal certainty and a sense of community justice for every public policy. The ongoing democratization process in Indonesia provides valuable lessons for the bureaucracy on the one hand and citizens (citizens) on the other. The face and figure of the bureaucracy deserve to be changed from an authoritarian bureaucracy to a bureaucracy that is more democratic, responsive, and transparent. In this context, the public bureaucracy needs to revitalize itself in order to be able to provide public services in a democratic, efficient, and responsive manner. If the public bureaucracy cannot provide quality public services, then the public bureaucracy will be abandoned by user citizens (Herizal et al., 2020).

The production of public bureaucracy that is accepted by users and society at large is public service. Consequently, public services can be defined as a series of activities conducted by the public bureaucracy to meet the needs of citizens. Unlike service products in the form of goods, which are simple to evaluate for quality, service products in the form of services are difficult to evaluate. However, since goods and services are frequently complementary, it is difficult to separate them. Frequently, services accompany a product in the form of goods or services; for instance, automobile sales are accompanied by services in the form of warranties and services (Abbas & Sadat, 2020).

According to the theoretical perspective, public services have undergone a paradigm shift from the traditional public administration model (old public administration) to the new public management model (new public management), and then to the new public service model. In the new public service, public services are founded on democratic theory, which teaches that citizens have egalitarian and equal rights. In this instance, the public interest is formulated through a dialogue between various societal values. The bureaucracies that provide public services must be accountable to all of society. The government's role is to conduct negotiations and investigate the various citizen interests. In this model, the public bureaucracy is accountable not only to various legal rules, but also to societal values, prevailing political norms, professional standards, and citizen interests. This is a series of ideal concepts for public service in the age of democracy (Subarno, 2006).

Besides that, the new model of public service must be non-discriminatory as intended by the theoretical basis used, namely the theory of democracy which guarantees equality of citizens regardless of ethnicity, religion, race, ethnicity, origin, and party background. In this case, the relationship between public bureaucrats and citizens is impersonal, so it avoids the nature of nepotism and primordialism.

The level of expertise of the apparatus, the caliber of the machinery utilized in the processing of services, the culture of the bureaucracy, and a variety of other factors can all have an impact on the quality of the public services that are delivered by the bureaucracy. The level of expertise possessed by the device is determined by the accumulation of a number of subvariables, including the number of years spent working, the number of years spent in school, and the different types of training received. In the meantime, the procedure, the speed of the process, and the quality of the output that will be produced will all be impacted by the quantity and quality of the equipment that is utilized.

A pattern of relationships between superiors and subordinates, such as patron client relationships, has been established as a result of the paternalism that is still prevalent within the bureaucracy in Indonesia. Because of the nature of this relationship, it is implied that the client or father is obligated to protect and provide for the requirements of the child or other client. In the meantime, customers or children have an obligation to be loyal to the patron or father and to uphold his or her good name. The patron-client relationship carries with it certain responsibilities, and in the event of an error, both parties will assume responsibility for the other.

Efficient Public Service

According to Dwiyanto et al. (2021), the most accurate way to compare the inputs and outputs of a service is to look at the service's efficiency. In an ideal world, the service will be effective if the service bureaucracy is able to provide service inputs, such as the cost and the amount of time required for the service, that make life easier for the community of service users. In a similar vein, on the output side of service provision, the bureaucracy should ideally be able to provide quality service products, particularly in terms of cost and service time. Efficiency on the input side is used to see how far the ease of public access to the service system is offered. Public access to service is considered efficient if the public has a guarantee or certainty regarding service cost. The certainty of service costs that the public must pay is an important indicator of the intensity of corruption in the bureaucratic service system. A corrupt public service bureaucracy will be marked by the high extra costs incurred by service users in accessing public services, thus having to incur extra costs to obtain the best service from the bureaucracy. In contrast, the best service should be enjoyed by the public as a whole.

Likewise, service efficiency in terms of output is used to see the provision of service products by the bureaucracy without being accompanied by coercive actions on the public to incur extra service costs, such as bribes, voluntary donations, and various levies in the ongoing service process. In the culture of bureaucratic service in Indonesia, the term "know and know" has long been known, which means there is tolerance on the part of the bureaucratic apparatus and the service user community to use the bribery mechanism to get the best service. Service bureaucracy

In addition, the community has access to public services relatively quickly and with little energy consumption. With the aid of modern technology, the public service process can be completed rapidly and with minimal energy consumption. Efficiency in public services can be viewed from both the service providers' and service recipients' perspectives. From the perspective of service providers, service delivery organizations must strive for low service costs and no public resource waste. Public services should be provided quickly and with as few employees as possible.

Similarly, from the perspective of service users, they want public services to be provided for free in a short amount of time and with minimal energy consumption – for instance, e-KTP (Electronic Identity Card), which is valid for life and is valid nationally.

Responsive public service

Public services that are responsive can be understood as an aspect of an organization's capacity to recognize the requirements of the community, rank those requirements in order of importance, and incorporate those requirements into a variety of service programs. The responsiveness of an organization is evaluated based on how well it satisfies the hopes, desires, and ambitions of its customers, in addition to meeting their requirements.

The primary goal of public services is to accommodate the requirements of citizen users so that they can obtain the kind of service that is wanted and appreciated. Therefore, those who provide services must have the ability to recognize the requirements and preferences of end users, and then they must deliver those services in accordance with the standards set by these citizens. A number of researchers believe that it is essential to pay attention to the goals that customers and users have. They recommend to managers that they put their employees in direct contact with the customers. The implementation of the Knowing Your Customer strategy and the application of the citizen's charter model are two strategies that can be used to increase the responsiveness of an organization to the requirements of its clients.

Transparent Public Service

Transparent public services are important not only in government administration but also in the implementation of public services. Citizens often do not have access to information on various matters related to public services that they need.

For service users, implementing public services in Indonesia is like a wilderness where it is very difficult to know the ins and outs of it. Residents who use services often do not understand their rights and obligations as service users. They often do not know what requirements must be met and why they are needed.

They also often do not know the rights and obligations of service providers. As a result, when dealing with providers, users often cannot easily tell whether they are being treated fairly or otherwise. In conditions like this, unreasonable treatment is often experienced by service users. When dealing with public service bureaucracies, they are often treated arbitrarily according to the tastes of service providers. They cannot do anything because their rights as service users are often not regulated in service procedures. Service procedures usually only regulate the obligations of service users.

Long and complicated service procedures create high opportunity costs for service users to communicate with providers. As a result, service users are compelled to find an easy way to get around the service procedure, which is difficult to fulfill unnaturally.

The desire of service users to obtain easy services is met with the wishes of bureaucratic service officials who want to get rent from the use of their power. Finally, illegal levies (extortion) have occurred in almost all public service bureaucracies.

Conclusion

The provision of public services is geared toward ensuring the contentment of anyone who receives them. A state administration system that is efficient and effective will not reflect the results of corrections and complaints received from the general public. On the other hand, it is the result of an inventive creation that was based on the proactive management of the government for a variety of public needs. According to the author, the principles of good governance in the quality of good public services must meet the efficient principle that the service must strive so that the service price is low and there is no waste of public resources. This principle requires that the service must strive so that the service price is low and there is no waste of public resources. When it comes to providing public services, there should be as few employees as possible involved, and they should also be provided in a short amount of time. Additionally, these services should be responsive to the needs of the community, including identifying those needs, ranking them in importance, and developing various service programs to meet those needs. Finally, these services should be transparent in the sense that the community should have access to information on a variety of topics relating to public services that they require.

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