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## Public Services to Achieve Good Governance in Indonesia

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### Abstract

To meet the various needs of its people, a country will carry out public services so that then goods, services, and various administrative services needed can be fulfilled. This certainly needs to be done because the effectiveness of a government system will be determined mainly by the quality of the implementation of public services from the state to its people. This research will use a qualitative approach with research data sources and previous studies. The study results show that good governance can be achieved through the participation of various holders of positions in government. Then good public service will show that the performance of government management has good quality. The improvements that can be implemented to improve public services include accelerating the formation of public service law, establishing one-stop services, transparency of public service costs, making SOPs, and implementing reforms for employees working in the public service sector.

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

### A. INTRODUCTION

Today in our country, the people expect the government to implement good governance, namely the administration of government that is effective, efficient, transparent, accountable, and responsible (Safkaur et al., 2019). Effective implementation means that the implementation is on target with the strategic planning that has been established; efficient implementation means that the implementation is carried out efficiently and effectively; and transparent implementation means that all policies implemented by state administrators are publicly available. Everyone has the ability to execute direct supervision in order to provide feedback on their performance and the results obtained. Accountable means that government administrators are accountable for the policies they implement and for their performance to all citizens at the conclusion of each fiscal year (George et al., 2019).

The problems experienced by the Indonesian people are now increasingly complex and full of problems. Many government organizations should be role models for the people who stumble into legal problems (Seidler et al., 2021). The existence of good government often called good governance, which has been hailed all this time, is still a dream and is only a mere slogan. Indonesia must soon wake up from its long slumber. Every field must undergo a revolution since the products it generates serve solely the interests of political parties, factions, and groupings of individuals (Rochmansjah, 2019). Simultaneously, excellent governance should be a priority. While transparency can be a solution, it is insufficient to establish effective governance (Cabannes & Lipietz, 2018).

The concept of good governance is born out of discontent with the performance of the government, which has been entrusted with the responsibility of organizing public affairs. Implementing sound governance principles can be accomplished in stages, depending on the capabilities of the government, civil society, and market systems. Public services are one of the strategic options for establishing good governance in Indonesia (Gao & Yu, 2020).

Public services serve as a yardstick for completing duties and evaluating government performance via bureaucracy. Public services as the major mover are also viewed as necessary by all actors in terms of good governance features (Kwandayi, 2021). Public officials, elements

in civil society, and the business world are interested in improving the performance of public services. There are three important reasons that the renewal of public services can encourage the practice of good governance in Indonesia. First, stakeholders consider improving the performance of public services essential, namely the government, citizens, and the business sector (Lapuente & Van de Walle, 2020). 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 efficiently and significantly through public services (Kuziemski & Misuraca, 2020).

The phenomena of public service provided by the government bureaucracy is fraught with difficulties, including lengthy service procedures, time and price uncertainty, which makes services difficult for the people to access properly (Banerjee & Duflo, 2019). This causes distrust of service providers, particularly the bureaucracy, so people look for alternative ways to get services in specific ways, namely by providing additional costs (Raaphorst & Van de Walle, 2018).

In addition to the problems above, it is also about how services are received by the community, whose dignity as citizens are often abused. The public is placed as a client who needs the help of bureaucratic officials, so they must comply with bureaucratic provisions and the wishes of their officials (Robinson & Graham, 2019). This happens because the culture developed in the bureaucracy is not a service culture but instead leads to a culture of power.

To address this problem, it is vital to enhance the quality of continuous public service delivery in order to provide exceptional public services, as public services are the primary duty of government and are best provided by public officials. One of the government's initiatives is to apply good governance principles, which are intended to result in superior service to the community (Lindgren et al., 2019). The provision of high-quality public services is a hallmark of good governance. As a result, the state machinery must perform its tasks and responsibilities effectively and efficiently, with the belief that implementing good governance will help repair and rebuild public faith in the government (Karnouskos et al., 2020).

## **B. LITERATURE REVIEW**

### **1. Good Governance**

The use of good governance concepts is critical in providing public services and enhancing the state apparatus's performance. This is because the government created the concept of good governance principles in order to increase the possibility of bureaucratic improvements that would result in improved public services. Additionally, the public still views the bureaucracy's delivery of public services as slow, unprofessional, and expensive (Beshi & Kaur, 2020).

The bureaucracy's negative image includes an oversized bureaucratic organization and overlapping inter-institutional authority, unorganized systems, methods, and work procedures, civil servants who are not yet professional, neutral, and prosperous, corrupt practices, collusion, and nepotism that remain entrenched, undirected coordination, integration, and program synchronization, and a state apparatus with a low level of discipline and work ethic (Kuper, 2022).

According to Sadjijono, good governance means: "The activities of a government institution that are carried out based on the interests of the people and applicable norms to realize the ideals of the state". Meanwhile, according to IAN & BPKP, what is meant by good governance is: "How the government interacts with the community and manages resources in development". Government Regulation Number 101 of 2000 defines the meaning of good governance as follows: "Government that develops and applies the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, the rule of law and can be accepted by the whole community" (Asyikin, 2020).

From the definitions that have been described, it can be concluded that good governance refers to government activities that are conducted in accordance with the interests of the people and applicable standards in order to realize the state's ideals, in which power is exercised by the people who are regulated at various levels of state government in relation to sociocultural, political, and economic resources.

According to the United Nations Development Program (UNDP), governance is: "The use of political economy and administrative authority to manage state affairs at all levels". Governance encompasses the systems, processes, and institutions that enable citizens and community groups to express their interests, exercise their legal rights, meet their obligations, and resolve conflicts. To summarize, good governance is broadly described as such. The term 'good' here refers to adhering to specific standards in accordance with the fundamental principles of good governance. (Dorband et al., 2020).

## 2. Public Service

One of the government's most important tasks is to provide public services to the community. The term "public service" refers to the provision of services by the government, the private sector on behalf of the government, or the private sector to the community, for free or for a fee, in order to suit the community's needs or interests (Steiner et al., 2018). There are three reasons why public services are a strategic point to start developing and implementing good governance in Indonesia, namely:

- a. Public service has traditionally been a sector in which the state, as represented by the government, engages with non-governmental organizations. Success in public service will foster widespread public support for administrative work.
- b. Public service is an arena in which numerous facets of ethical and sound governance can be easily expressed.
- c. Public services benefit all facets of governance, including government, society, and market systems (Farida et al., 2020).

According to Robert, what is meant by public services are: "All forms of public service activities carried out by central government agencies, in the regions and the environment of state-owned or regional enterprises in goods or services, both in the context of efforts to fulfill community needs and in the context of implementing public order and order" (Larsen et al., 2021).

Meanwhile, according to Widodo, public services are: "Providing services (serving) the needs of people or communities who have an interest in the organization following the basic rules and established procedures" (Rengifurwarin et al., 2018).

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

According to Bharata, there are six critical elements in the public service process, namely:

- a. Service providers, or those capable of offering specific services to consumers, either directly or indirectly through the provision and delivery of commodities or services.
- b. Service recipients, often known as consumers, are those who receive a variety of services from service providers.
- c. Types of services, specifically services that service providers can deliver to parties in need of services.
- d. Customer satisfaction, when providing services, providers must keep in mind the primary objective of the service, which is customer satisfaction. This is critical since

consumer satisfaction is typically directly tied to the quality of the goods and/or services they receive (Chawla & Joshi, 2019).

According to Kasmir, the characteristics of excellent public service have the following elements:

- a. Availability of competent personnel;
- b. Provision of adequate facilities and infrastructure; Complete accountability to each customer from start to finish;
- c. Capable of serving promptly and precisely;
- d. Capable of communication;
- e. Assure the secrecy of each transaction;
- f. Possess superior knowledge and abilities;
- g. Attempting to comprehend the requirements of clients;
- h. Capable of establishing trust with customers (Jatmikowati, 2021).

From the above definitions, it is clear that public service refers to the fulfillment of the community's wishes and wants through the administration of the state. The public or community establishes the state with the goal of enhancing the community's welfare. In essence, the state, or more precisely, the bureaucracy, must suit the community's demands. In this scenario, the needs are not individual, but collective (Abubakar & Bununu, 2020).

### **C. METHOD**

This research will be carried out using a qualitative approach as the research method. The data used is derived from various studies and previous studies as secondary data related to public services and good governance. The data collected will be analyzed to find the results in the desired conclusion.

### **D. RESULT AND DISCUSSION**

#### **1. Application of Good Governance Principles in Public Service**

The implementation of government, development, and public services according to the good governance paradigm in the process is not only carried out by local governments based on the rule government approach (legality) or only for the benefit of local governments. The good governance paradigm prioritizes processes and procedures. The preparation, planning, formulation, and formulation of a policy, prioritize togetherness and involve all stakeholders. Good governance demands the involvement of all stakeholders, both in the bureaucracy and in the community.

Good governance entails a government that is accessible to the community and that, in providing services, is responsive to the community's needs. The implementation of good public services characterizes the essence of good governance. This aligns with the essence of decentralization and regional autonomy policies aimed at providing flexibility to 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 of top leadership, top, middle, and bottom managerial leaders, and other government officials to jointly realize the goals of regional autonomy. In addition, there is a lack of commitment to establish and implement strategies and policies to improve the quality of performance management and the quality of public services.

Good public services will reduce or narrow the occurrence of KKN and extortion, which currently have spread in all lines of the realm of public service, and can eliminate discrimination in service delivery.

In an era of regional autonomy, the paradigm of good governance becomes relevant and animates public service policies, which are aimed at improving the performance of government management, altering the mental attitude and behavior of service providers, and

increasing regional leaders' and their apparatus' awareness and commitment to continuously improve the quality of public services.

## **2. Public Service Problems**

The primary challenge facing public services is enhancing the service's quality. Quality services are heavily dependent on a variety of factors, including the manner in which they are implemented (management), human resource support, and institutional support. In terms of the pattern of implementation, public services still have various weaknesses, including:

- a. Less responsive.  
This phenomenon happens at nearly all levels of service elements, from frontline service officers to the person in command of the agency. Responding to the community's many grievances, goals, and expectations is either slow or nonexistent.
- b. Less informative.  
Numerous pieces of information that should be communicated to the public are delayed or never reach the community.
- c. Less accessible.  
Numerous service delivery units are dispersed around the city, making it difficult for persons in need of these services to access them.
- d. Lack of coordination.  
Numerous service units that are interconnected are extremely poorly coordinated. As a result, policies between one service agency and other related service agencies frequently overlap or clash.
- e. Bureaucracy.  
Services (especially licensing services) are generally carried out through various levels, which causes the completion of services that are too long.
- f. Lack of willingness to listen to community complaints/suggestions/aspirations.  
By and large, service workers are unwilling to listen to community concerns, suggestions, or aspirations. As a result, the service is provided on an as-needed basis.
- g. Inefficiency.  
Numerous criteria (particularly in the licensing of services) are frequently irrelevant to the services delivered.

Professionalism, competence, empathy, and ethics are the primary human resource shortcomings. Additionally, various perspectives concur that one of the components that must be considered is the question of an adequate compensation system.

From an institutional standpoint, the primary shortcoming is in the organizational design, which is not purpose-built to provide community services and is riddled with hierarchies that make services complicated (bureaucratic) and uncoordinated. The government continues to perform two duties concurrently, regulatory and administrative, which contributes to the inefficiency of public services.

## **3. Solution to problem**

Community demands in the reform era for quality public services will be strengthened. Therefore, the government's credibility is determined mainly 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:

- a. Setting service standards.

Service standards have an essential meaning in public services. The service standard is a promise by service providers to offer services of a given quality, which is established by a combination of community expectations and the capability of service providers. Service standards are established by determining the type of service, identifying the customer, identifying the customer's expectations, developing a service vision and mission, analyzing processes and procedures, facilities and infrastructure, service time, and cost. This procedure will generate data on service standards that must be developed and on institutions that can assist in the implementation of management processes that deliver services that adhere to established standards.

b. Development of Standard Operating Procedures (SOP).

An SOP is required to ensure that the service process runs consistently. With the SOP, the internal processing processes inside the service unit can be guided by unambiguous references to ensure consistency. In addition, SOPs are also applicable in terms of:

- 1) To ensure that the process can run uninterrupted. If certain things happen, for example, an officer assigned to handle a particular process cannot attend, then another officer can replace him. Therefore, the service process can continue;
- 2) To ensure that licensing services can run following applicable regulations;
- 3) Provide accurate information when searching for procedural errors in the event of deviations in service;
- 4) Provide accurate information when making specific changes in service procedures;
- 5) Provide clear information regarding the duties and authorities delegated to certain officers who will handle a particular service process. In other words, all officers involved in the service process have clear job descriptions and responsibilities.

c. Customer Satisfaction Survey Development.

To ensure community satisfaction, a mechanism for assessing community satisfaction with the services supplied by public service providers must be developed. Customer satisfaction can be attained under the service management concept if the service products given by service providers meet the quality standards set by the community. As a result, consumer satisfaction surveys are critical for enhancing public services.

d. Complaint Management System Development.

Public complaints provide insight into service providers' efforts to consistently deliver services that adhere to set criteria. As a result, it is critical to develop a complaint management system capable of effectively and efficiently converting varied public complaints into input for service quality improvement.

In addition, improving the quality of public services also needs to be supported by a bureaucratic restructuring, which will reduce the complexity of public services to be more straightforward. The complex bureaucracy becomes a field for the growth of corruption, collusion, and nepotism (KKN) in service delivery. From the description above, it is clear that improving the performance of public services in Indonesia requires a holistic policy. The government must have the courage and ability to develop holistic bureaucratic reform policies and implement them consistently. In this way, it is hoped that bureaucratic reform in Indonesia can produce a bureaucratic figure who devotes himself to the public interest and produces efficient, responsive, and accountable public services.

It is hoped that the services provided through the concept of good governance will make it easier to obtain services and provide the best services for people in government and do not require high costs to obtain a service. By implementing the principles of good governance, the three pillars, namely the government, corporations, and civil society, take care of each other, support, and actively participate in the governance that is being carried out.

## E. CONCLUSION

Good governance requires the involvement of all stakeholders, both in the bureaucracy and in the community, in providing services that must be responsive to community needs. The provision of adequate public services epitomizes the essence of effective governance. This aligns with the essence of decentralization and regional autonomy policies aimed at providing flexibility to regions to regulate and manage local communities and improve public services. Implementing effective public services demonstrates an improvement in government management performance. On the other hand, demonstrates a shift in thinking that results in improved mental attitudes and behaviors of government officials toward public services. Five ways of improving the public service sector should be considered: accelerating the formation of public service law, establishing one-stop public services (one-stop service), transparency in the cost of administering public services, making SOPs, and reforming employees working in public services.

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