



Good Governance Strategy in Determining The Quality of Public Services in Sukabumi City

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ABSTRACT

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Service innovation in the city of Sukabumi must be improved in order to get a WTP (Wajat Without Exception) rating. Good governance strategies are needed to improve public services that provide innovation and convenience for the community, because in fact the policies of public sector organizations can be measured by service quality. The research method is a literature study while the qualitative approach. The results of the study The strategic role of the bureaucracy in carrying out its duties and functions in determining good public services as discussed above, it can be concluded that the role of the bureaucracy does not only rely on the ability to carry out public services or fulfill the needs of public goods and services, but also as a motivator for the growth and development of participation. community in meeting the needs of the community itself.

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1. Introduction

In a political system where social control is exercised through law, every activity will be pursued in accordance with human relations through specific means by avoiding unnecessary conflicts. However, if the government is based on power, such a government will tend to increase tensions in the political field and create a socially repressive situation. Meanwhile, if the government is based on law, the tendency to reduce conflict is prioritized. Therefore, to prevent the occurrence of an oppressive power structure, a legal system that balances power is developed by establishing a pattern of restrictions in the internal management of state power. This study of the separation of powers,

In Indonesia, good governance has emerged so strongly since the demand for public accountability in the era of Suharto's fall as president of the Republic of Indonesia in 1997. To achieve public accountability, one of which is to reform the budgeting system from traditional budgeting systems to performance-based budgeting systems. With this new system, the government together with the DPR have made regulations in the public sector, see for example Law no. 17 of 2003 concerning state finances, Law no. 15 of 2004 concerning Audit of State Finance Management and Accountability, Government Regulation number 24 concerning Government Accounting Standards, PP. 8 of 2006 concerning Financial Reporting and Performance of Government Agencies, LAN Decree Number 239/IX/6/8/2003 concerning Accountability Reports of Government Agencies Performance, and others). With this new budget system, the government (as agent) in the perspective of agency theory is responsible for reporting its performance to the principal (DPR/DPRD, community, foreign donors) in a clear and transparent manner. In the budgeting system of the new order era, this accountability system is unclear because the budget is line-item and incremental (Mardiasmo, 2008; Widodo, 2018; Dwiyanto, 2021).

The pattern of accountability from the agent (government) to the principal (people) for all activities that have been carried out by the agent is called accountability. This accountability system is unclear because the budget is line-item and incremental (Nanda, 2006). The pattern of accountability from the agent (government) to the principal (people) for all activities that have been carried out by the agent is called accountability. This accountability system is unclear because the budget is line-item and incremental. The pattern of accountability from the agent (government) to the principal (people) for all activities that have been carried out by the agent is called accountability (Siti, 2017).

For executives (central and regional), in addition to fulfilling accountability for legality, performance



disclosure is required to show the achievements of public services provided by the central and regional governments. For the legislature (central and regional), clear and measurable indicators and measurement methods that can be accounted for can be used as guidelines in assessing local government accountability reports. The general public also has an interest in the performance disclosure report, because basically the public has the right to know how well the central and local governments have managed the taxes paid by the public (Rani, 2012).

The dynamics of public services cannot be separated from the function of law and power, and vice versa, power has an influence on the fate of its people. To build a harmonious relationship between power and the people, the role of law cannot be ignored and each party must uphold the rule of law, because law serves as a guide for action and as a social process. Law can not be separated from a life, situations and conditions to create, interpret and apply the rules of law.

Law in the social aspect actually has an important role, because law as a means to control and limit government power, law has a function as a means to accommodate people's aspirations. Thus the power regulated by law is a controller to avoid arbitrariness. Because the law provides such limits, legal institutions can only run and develop carefully in an effectively controlled social and political environment, because the law applies responsively (Sidiq& Jalil, 2021).

Public sector organizations are often faced with dynamic and growing demands and challenges, therefore providing power and energy for policy innovation to public sector organizations with various creative ideas must continue to be carried out, "public sector innovation is the process of creating new ideas and turning them into value for society" (Bason, 2010). The reasons for the need for innovation in a public organization are stated by (Widodo. Et.all, 2016) namely: 1). Size of the public sector: The public sector has an impact on many countries in the percentage of GDP. Innovation in the public sector can affect the overall productivity growth by reducing the cost of inputs, and increasing the value of products through better organization; 2). A need for the policy to match the evolution of the economies in a globalized context; 3) The public sector establishes the rules for private sector innovation. One of the objectives of strengthening public sector policy innovation is to become more responsive in dealing with demands and solving public problems. Public innovation is about solving problems in a manner that promotes well-being and generates results of higher value to society (Rasul, 2009; Soeprapto, 2003; Jefri, 2018). Every innovation is believed to be able to create positive opportunities for the growth of creative culture, in this case changes in public sector organizations occur in various aspects and provide direction to organizational goals and relationships between various fields within the scope of government Innovation in government explores how to improve systems and practices, and find new and better ways of providing public services. The most significant innovations in government are those that build the capacity of government for public innovation, that is, to invent solutions to the problems we face as a society, generate a better future and improve the human condition (Handayani, 2019).

2. Research Method

The method used is a qualitative approach. The technique used by the researcher is a survey of academic literature in the scientific field of public administration and public policy. Data collection techniques are carried out through searching various sources and literature, both from government documents and news from print and electronic mass media, journals and books related to public administration and policy innovation. The secondary data is processed and described in the form of a narrative according to the data needs. Furthermore, the data analysis process is carried out based on theories and concepts and public policy innovations and then the data interpretation process is carried out.

3. Research Results and Discussion

Bureaucracy, which in English is called Bureaucracy, comes from the words Boureau (meaning table) and cratein (meaning power). This means that the power lies with the people behind the desk. According to Max Weber's theory, in his book *The Theory of Social and Economic Organization* (Translation of Tallcot Person), basically a bureaucracy is an organization that is structured on the basis of rationality, meaning an orderly, orderly organization in a tiered working relationship based on work procedures or work procedures. clear work procedures (Alamsyah, 2010; Sidiq& Achmad, 2020).

The ideal type, bureaucracy has the following characteristics: Regular activities needed to achieve organizational goals are divided in a certain way as job duties, this clear division of labor makes it possible to work on specialized personnel in each position and make them responsible for the effective performance of these duties.

The organization of office positions follows the principle of hierarchy, i.e. lower positions are under the supervision or leadership as positions under their leadership, so that they can lead subordinates. A (supervisor) has authority over the subordinate, that is, has the right to issue instructions or instructions and that on this authority the subordinate must be willing to obey. Such authority is only limited to giving instructions or instructions that are relevant to the duties or functions of the position (Batubara, 2011).

The implementation of activities is controlled by a consistent system of regulations and the implementation of those regulations. This regulatory system is intended to ensure uniformity in the implementation of each task or activity regardless of the number of people involved, as well as to coordinate various tasks. The regulations also provide limitations on the area of responsibility of each member of the organization and the relationship between them. The implementation of activities based on these regulations is not only used for high-level positions, but also becomes the basis for implementation

Bureaucracy can only apply in large organizations such as government organizations. Because the bureaucracy in government covers a very complex field of tasks and involves large-scale organizational forms with a large number of personnel to carry out state administration, government, especially the implementation of public services to meet all the needs and interests of the community.

Bureaucracy is a type of organization that is intended to accomplish large administrative tasks by systematically coordinating the work of many people. Therefore, the role of the bureaucracy in terms of the legal aspects of state administration, is a very urgent institution because the existence of the government bureaucracy was formed with the main aim of being a "servant" of the interests of the people. Bureaucracy is the personification of the government, which can act on behalf of the state, which can impose its power legally on all groups in society. In other words, the bureaucracy has a strategic role in creating the situation and condition of the community, especially in carrying out excellent public services.

The role of the bureaucracy in the New Order era, according to Max Weber, was a "Half-Body Bureaucracy", meaning that the bureaucracy became both an actor and an instrument. Half of the body is active in political activities, the other half is carrying out administrative activities. Such a bureaucracy is often termed a bureaucratic polity, an authoritarian bureaucracy or a neopatrimonial (Heryanto, 2014).

Authoritarian bureaucracy has the following characteristics:

Its role as a public service is very low, because the government at all levels has a long, fat and convoluted bureaucratic structure. This results in a long and convoluted affair in a public service provider institution, which of course requires a longer time and high costs.

The mentality of the majority of bureaucrats is still feudalistic and instead asks to be served by the public.

The habit of waiting for directions.

Bureaucracy with an authoritarian model, tends to pay less attention to aspects of public interests and services. According to Mahfud. MD, the lack of attention to the interests and public services, due to the authoritarian bureaucracy, prioritizing the authority of power in its duties as lawmakers, focusing more on political decisions, compared to carrying out legal work related to procedural issues and giving the role of each member of the community and social groups

Good Governance Strategy for Public Services in Sukabumi

The implementation of public services is an effort by the state 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 the basic needs of every citizen for the sake of their welfare, so that the effectiveness of a government system is largely determined by the good or bad implementation of public services. The preamble to the 1945 Constitution also explicitly states that one of the goals of the establishment of the Republic of Indonesia is to promote public welfare and educate the nation's life.

Objective conditions indicate that the implementation of public services is still faced with a government system that is less effective and efficient and the quality of human resources of the apparatus is not adequate. Government bureaucratic apparatus are often considered unable to adapt to changes in the reformative government system, their behavior is not innovative, and they often commit corrupt acts. It should also be acknowledged that the weakness of the bureaucracy in public services, in addition to the actors or the system,



cannot be separated from the community's contribution to the condition, at least influencing it.

According to Bawono (2007) stating, the reality of the bureaucracy in Indonesia is in an "administrative emergency" condition that requires bureaucratic reform that is focused on changing the attitude and character of the government apparatus in carrying out their duties and responsibilities based on 3 (three) foundations, namely; Constitutional foundations, laws and regulations, and government ethics.¹⁰

Changing the impression of the actuality of the role of the bureaucracy in public services is not easy. It is necessary to prove the implementation of the role of the bureaucracy in favor of the people it serves based on the spirit of fundamental renewal as the identity of the shift in the role of the bureaucracy towards the realization of good governance.

The Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services is a legal umbrella in terms of, among other things, as an effort to emphasize the rights and obligations of every citizen and resident as well as the realization of state and corporate responsibilities in the implementation of public services, as an effort to improve the quality and ensure the provision of public services in accordance with the general principles of good governance and corporations, as an effort to provide protection for every citizen and resident from abuse of authority in public services.

On the basis of the laws and regulations as mentioned above, the strategic role of the bureaucracy in providing public services needs to pay attention to several things, including:

Government Bureaucracy Institutional Reform: namely the existence of guarantees in the implementation of its authority really does not open up opportunities for acts of abuse of authority entrusted to him, according to Soetandyo Wignjosoebroto, stating that professionalism is an understanding that creates a work activity in society that reflects the existence of ethics to realize values a policy that is upheld by the community by not expecting material wages in return, but upholding self-respect, carried out based on high-quality technical skills which therefore require years of exclusive and strenuous education and training.

Professionalism is a reflection of ability (competence), namely having knowledge (knowledge), skills (skills), being able to do (ability) supported by experience (experience) that cannot appear suddenly without going through the passage of time.

Professionalism as a reflection of a reflection of ability, expertise will be able to run effectively if it is supported by a match between the level of knowledge on the basis of educational background and the workload as a bureaucratic apparatus that is his responsibility.

Development of Service Process Quality, it is necessary to design a process or mechanism for its implementation in a precise, fast and accurate manner, thus simplifying the bureaucracy, prioritizing the interests of the community and utilizing and empowering subordinates.

Actualization of service quality improvement is prioritized on the element of community satisfaction with public services by bureaucratic apparatus based on the vision of public services, namely the realization of excellent public services and the mission of public services which are basically implementing the principles, principles, values of good service based on the "normative" basis. " as well as the "proper" basis according to the nature of the service. It requires services that are open to the public starting from the policy process, planning, implementation and supervision/controlling, and are easily accessible to all parties who need information (Utomo, 2019).

Public service accountability that the implementation of public services must be accountable, both to the public and to superiors/heads of service units of government agencies in accordance with the laws and regulations. Public service performance accountability can be seen based on processes which include: level of accuracy, professionalism, completeness of facilities and infrastructure, clarity of policy rules and legislation and discipline.

4. Conclusions

The strategic role of the bureaucracy in carrying out its duties and functions in determining good public services as discussed above, it can be concluded that the role of the bureaucracy does not only rely on the ability to carry out public services or fulfill the needs of public goods and services, but also as a motivator for the growth and development of community participation in meet the needs of the community itself. Professionalism that is developed through the strength of ethics, morality and the enforcement of the rule of law is the main factor to realize the implementation of public services that meet the principles of transparency and accountability, have an influence on community participation and preserve public trust in the government

bureaucratic apparatus.

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