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## Implementation Of Good Governance Principles In Public Services In The Faculty Of Social Science Makassar State University

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**Abstract** Indonesia is among the countries in the world that has been building trust of good governance. However, the current situation shows that it is still far from the expectation of good governance. Based on these problems, the research identified various phenomena related to public service in Faculty of Social Sciences by lecturers and students for the dissatisfaction of the services performed by administrative staffs in the Faculty of Social Sciences, ranging from simplicity, clarity, certainty of time, accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline, courtesy and friendliness, and comfort. The purpose of this study is to find out how is the implementation of Good Governance principles in public service at the Faculty of Social Sciences Makassar State University. Type of research used is descriptive qualitative, by taking seven informants consisting of students, lecturers, staff and faculty leaders. Data collection technique is done by observation, interview by using data analysis starting from data collection, data reduction, data presentation and conclusion. The results showed that the application of the principles of good governance in public services in the Faculty of Social Sciences can be categorized as still not well based from the aspect of accountability, and aspects of the rule of law.

**Keywords:** *Principles of Good Governance, Public Service*

### A. Introduction

Public service delivery undertaken by the government is still faced with the government system that has not been effective and efficient and the quality of human resources apparatus that has not been adequate. This can be seen from the abundant complaints from the community either directly or through the mass media. Public service needs to be seen as an effort to meet the needs and basic rights of the community. In this case, the implementation

of public services not only held by the government alone but also by private organizers. At this time, the problems faced are so urgent as the public began to impatient or began to worry about the quality of service government apparatus that generally decline or deteriorate. Public service by the government is worse than the services provided by the private sectors; the public begins to question whether the government is capable of organizing government and/or providing quality services to its public.

In order to realize Good Governance, it is necessary to establish a dialogue between key actors in the State, so that all parties feel that they are part of the arrangement. Without an agreement born of dialogue, prosperity will not be achieved as the political aspirations and the people's economy will likely be clogged. There are several things that the government should pay attention to; among them is the fact that people can assess and choose, even requesting better services. Faculty of Social Sciences is one of the institutions that serve to assist the implementation of educational activities in the Makassar State University.

## B. Problems

The General Guidelines for the Implementation of Public Service in KEPMEMPAN No.63/KEP/M.PAN/7/2003 on Public Services describes the public service principles, which include: "simplicity, clarity, timeliness, accuracy, security, responsibility, completeness of facilities and infrastructure, ease of access, discipline, courtesy and friendliness, and comfort. With this government regulation, every public organization should have been able to improve their public service system. Yet, the reality of public services delivered by the Faculty of Social Sciences, Makassar State University, was still far from expectations. Thus, the study formulates the problem on "How is the application of Good Governance principles in Public Services provided by the Faculty of Social Sciences, Makassar State University?"

## C. Literature Review

### 1. Policy Implementation

Anderson in Dye (1987: 25) suggests that; "Policy implementation is the application of the policy by the government's administrative machinery to the problem". Later, Edward III (1980: 1) notes that; "Policy implementation, ... is the

stage of policy making between the establishment of a policy ... and the consequences of the policy for the people whom it affects". And, Grindle (1980: 6) concludes that; "Implementation – a general process of administrative action that can be investigated at specific program level".

In practice, policy implementation is a process that is so complex and often politically inflexible because of the intervention of various interests. In light of the complexity of policy implementation, Bardach's (in Agustino, 2006: 153) notes that "it is enough to make a program and general policy that looks good on paper. It is even more difficult to formulate in words and slogans that sound to the ears of leaders and voters who listen to them. And it's even harder to do it in a way that satisfies everyone."

### 2. Understanding Good Governance

Lothar (2003) states that governance is not a new term. Lothar argues that governance was first used in France in the 14<sup>th</sup> century with the meaning of "seat of governance." According to Setiawan (2004: 223), Governance is a terminology used to replace the term government, which uses political, economic, and administrative authority in managing state affairs. Theoretically, Good Governance is viewed by Sinambela (2006: 47) as a government oriented process of equitable distribution of power and authority to all elements of society to influence decisions and policies related to public life and all political, economic, social and culture development in the governance system.

### 3. Good Governance Principles

According to the United Nations Development Program (UNDP) in Sedarmayanti (2004: 9), the characteristics or principles developed in good governance are as follows: 1) participation, 2) Rule of Law ), 3) Transparency, 4) Responsiveness, 5) Consensus Orientation, 6) Fairness

(equity), 7) Effectiveness and Efficiency, 8) Accountability, 9) Strategic Servicing, and 10) Mutual Interconnection. Furthermore, Sedarmayanti (2004: 7) considers that there are four main elements or principles that provide a description of public administration that characterizes good governance as follows: Accountability, Transparency, Openness, Rule of Law.

#### 4. Concept of Public Service

According to Sianipar (2001: 6), service is a way of serving, helping to prepare, manage, satisfying the needs, needs of someone or a group of people. This means that the object served is a society consisting of individuals, groups and organizations (a group of organization members). Lukman (2000: 8) explains that service is an activity or sequence of activities that occur in direct interaction between someone with another person or machine physically.

While Lewis and Gilman (2005: 22) defined public service as follows: "Public service is public trust." Citizens expect that public services can serve with honesty and proper management of income sources, and be accountable to the public.

#### 5. Principles and Principles of Public Service

According to Law No.25 year 2009, Article 4, the public service delivery is based on: a) public interest, b) legal certainty, c) equality of rights, d) balance of rights and obligations, e) professionalism, f) participative, g) non-discriminatory, h) openness, i) accountability, j) facilities and special treatment for the group, k) vulnerable, l) timeliness; and m) speed, ease, and affordability.

The provision of public services must also fulfill some of the principles of service as mentioned in KEPMENPAN No.63 year 2003 in Ratminto and Winarsih (2006: 22) stating that the implementation of public services must meet the following

principles: a) simplicity, b) clarity, c) certainty of time, d) accuracy, e) security, f) responsibility, g) completeness of facilities and infrastructure, h) accessibility, i) discipline, courtesy and hospitality, and j) convenience.

#### 6. Implementation of Good Governance Principles in Public Service

One of the functions of government administration conducted by the government apparatus is the public service. Indonesian legislation has provided the basis for the delivery of public services is based on the Good Governance Principles (AAUPB). Article 3 of Law No.28 year 1999 concerning the Nation Implementation that Free from Corruption, Collusion and Nepotism states these principles, namely Legal Certainty, Transparent, Responsive, Fair, Effective and Efficient, Responsibility, Accountability and Non-Abuse of Authority.

### D. Research methods

#### 1. Research Lokus

The research was conducted at the Faculty of Social Sciences of Makassar State University which was chosen "purposively" by deliberate. This location determination is also considering the condition of the area which shows various problems with administrative governance at the Faculty of Social Sciences. The Study uses a descriptive type with a qualitative approach that emphasizes more on the disclosure of meanings and processes relating to the behavior and social actions of the local academic community. A qualitative approach is a process of research and understanding based on a methodology that investigates social phenomenon and human problem. As for the details of informants/respondents in this study are: students and lecturers.

#### 2. Focus Description

The description focuses on the principles of Good Governance, among others: a) Accountability, namely the sense of responsibility of all management activities undertaken by the Faculty of Social Sciences and also clarity in making a work program that can have benefits for the academic community at UNM; b) Transparency, which is an open policy for the Faculty of Social Sciences and has a clear standardization of rules in the provision of services to students and lecturers; and c) Rule of Law, namely the clarity of standardization rules set by the Faculty of Social Sciences in the implementation of activities undertaken.

### 3. Data collection technique

11 Data collection in this research includes; a) Library Research, the technique of collecting data from various literature in order to obtain basic equipment of theories such as books, magazines, bulletins and other readings relevant to the problem under study; b) Field Research is a direct observation of the object studied; c) Documentation study, the technique used to obtain data through literature review, documents, regulations, laws and decisions and literature; and d) Online data search, data is collected using the same technique employed in the Library Research. Yet, there are differences of media as the source of data or information. In short, this technique utilizes online data, i.e. using internet facility.

### 4. Data analysis technique

Analytical technique used is qualitative. It is based on the development that this research is a social research so that it is faced with complex social phenomenon, in addition to the fact that qualitative method requires the researcher to use deep, accurate, valid and honest/reliable informants to make it easier for the researcher to analyze data which will be presented manually (language). Qualitative

data analysis will be completed by: a) Data reduction (selecting the main points relevant to the study); b) Display data (allows the presentation of data through matrix and graphs according to research needs); c) Verification of data and conclusions (look for the basic equations that have appeared in the interview results) and collection is based on the data final analysis; and d) Data analysis will gain credibility, simplicity and confirmability from all informants.

## E. Results and Discussion

### 1. Research Results

Limitations and weaknesses of the existing system at the Faculty of Social Sciences of the Makassar State University and the development of the environment has led to the distrust of the academic community, especially for students to the faculty leadership, as well as forms of indication of leadership failure of the Dean of FIS in processing and advancing faculty of Social Sciences as the leading faculty. The leadership of FIS UNM Dean is expected to bring a bigger change than ever before, especially in providing services to all academic community that exist in Social Science Faculty. Therefore, to create a good service in the Faculty of Social Sciences, the following focus in this research are to be considered:

#### a. Accountability

Accountability refers to the faculty leader accountability to all employees, lecturers, and students related activities undertaken by the faculty. When asked about the liability of any program of activities to be carried by the Faculty, the Head of Student Affairs, Mr. Sutrisno Agussalim (interview dated 16 September 2016) stated that "any activities carried out by the Faculty is always accountable to the faculty leaders, as well as to the Lectures in the Faculty." In addition, based on the result of interview conducted by the researchers

with Pak Bahtiar, staff of the development of faculty quality assurance, implied that "form of accountability of the Faculty when making a program is to involve the Lectures and staffs in all Faculty programs. This shows that the Social Science Faculty leaders demonstrate their sense of responsibility from each of the activities they have implemented (Interview on September 8, 2016)."

Judging from the opinions obtained from the informants, the researchers also observed that the process of accountability of faculty on every execution of activities that have been done at this time was not quite good; it was due to the fact that not all of the activities carried out were re-discussed regarding the results of the implementation of the activities.

#### **b. Transparency**

Transparency is a form of openness from the institution to what has been planned and implemented. Section Head of Student Affairs, Mr. Sutrisno Agussalim (interview dated September 16, 2016) described the forms of transparency in service to all academic community in faculty, by stating that "the forms of transparency that we provide in academic service, especially to students and lecturers, is to provide information to them about the types of services we provide in the form of Standard Operating Procedures (SOPs) that have been prepared in the Faculty which includes requirements, costs, completion time and handling system, so there is nothing to hide in providing services to the students." If the issue relates to the clarity of terms, rights and fees, such as the closing exam handling and the graduation registrations, are mostly well enough. This is not the case we are talking about the arrangement of the study fee which was not transparent, as stated by Mr. Ruslan, the Head of Sub-section of Equipment, as he stated that "the problem of the study fee in

our Faculty is that the reality is not in accordance with what has been promised" (Interview, 19 September 2016).

#### **c. Rule of law**

Implementation of Good Governance in services must also be based on the rule of law. Operationally, the academic community as the services receivers may obtain legal certainty and fair sense in the process of obtaining the services. In relation to the sense of fairness, some student from the Office Administrative Education program, who is one of the selected informants in this study, Ferdiansyah (interviewed on 21 September 2016) stated that "In my opinion, the services given to students are sometimes unfair. This is concluded based on fact that some students may receive fast service while he/she does not follow the existing procedures while there are students who have followed the procedure but still faced by complicated handling in doing their administration activities in the Faculty".

Based on the above information, it can be understood that although all forms of service or occupation have legal rules in it, it does not indicate that all execution services provided by Faculty leaders to students and lecturers are always implemented with the appropriate rules. Thus, the rule of law contained in the Faculty of Social Science can be concluded as not been run in well implementation.

## **2. Discussion**

In relation to this, the leadership of the faculty of social science is less applying the Good Governance Principles. Based on the results that researchers found in the field and based on related theories, the leaders of the Faculty of Social Sciences have also made some improvements, especially on the applied principles. The principles of good governance in this research are namely:

#### **a. Accountability**



<sup>16</sup>Based on the research conducted, it can be concluded that the principle of accountability is still not implemented well as there are lack of sense of responsibility possessed by the leaders of the Faculty of Social Sciences, both in carrying out their work and in providing services to the students. Accountability refers to the development of a sense of responsibility for academicians for policy makers/decision makers in the Social Sciences Faculty. Particularly within the Faculty of Social Sciences, accountability is an effort to create systems for monitoring and controlling the performance of Faculty employees in relation to quality, efficiency, and destruction of resources, as well as transparency in financial management, procurement, accounting and resource.

#### **b. Transparency or Openness**

Transparency can be observed in three aspects: (1) the existence of policies that are open to monitoring; (2) access to information so that people can reach every aspect of government policy; (3) enactment of principle of check and balance between management with subordinates. Referring to the results of research conducted at the Faculty of Social Sciences on the aspect of transparency conducted by the leadership indicates that it is still less open or transparent to the staff, lecturers and the students of Social Sciences Faculty.

Therefore, transparency <sup>6</sup> must be built within the framework of freedom and information flow. Processes, institutions and information should be freely accessible to those who need them, and the information should be provided adequately and easily understood <sup>13</sup> so that it can be used as a monitoring and evaluation tool. Thus, the students and lecturers can personally gain clear understanding without any cover-ups in the process of policy formulation and action implementation.

#### **c. Rule of law**

The Rule of Law principle is a condition that aims to create the condition that the law binds to anyone, even the head of a state, law enforcement must be without discrimination, just and definite. In relation to this principle, researchers found that the principle implementation in the Faculty of Social Sciences was still poorly enforced by faculty leaders.

Implementation of the rule of law should be obeyed by everyone within the organization. The rule of law is the limit for a person to take action. Reality in the Faculty of Social Sciences, where the rules that have been set by the leaders of the Faculty, especially the rules in the issue of service, showed that implementation of the rule of law principle was still very poor. It is very clear as the provision of services by the faculty leaders to the students has not been consistent. Thus, the students, as the receiver of the service, experience injustice feelings towards the leaders of the Faculty in implementing their duty, which is to provide good service.

## **F. Conclusions and recommendations**

### **1. Conclusions**

Based on the data and previous discussion, some conclusions can be drawn as follows: Implementation of Good Governance Principles in Public Service in the Faculty of Social Sciences of Makassar State University can be described as follows:

- a. Public service vertical accountability by the Leaders of Social Science Faculty has been run in good manner as for the existence of the government agency accountability report (LAKIP), while horizontal accountability (to the students, lectures, and faculty employees) has not been well implemented as seen from the accuracy of completion in its service to students and lecturers.

- b. Transparency of service at Social Sciences Faculty of Makassar State University has not been well implemented; this is seen from the lack of transparency regarding budget management, especially in every implementation of activities that are rarely reported to the people involved in the committee.
- c. The legal rules of service in the Faculty of Social Sciences have not been well implemented; it is felt for some students and lecturers in terms of injustice from the leaders in serving the students. In addition, the legal rules that have been prepared to be the procedures in every implementation of service activities in the Social Sciences Faculty were sometimes violated by the service providers and the local leaders.

## 2. Suggestions

Based on the above conclusions, several suggestions that can be submitted as follows:

- a. Accountability of service at the Social Sciences Faculty of Makassar State University needs to be improved by making a better operational standard of service so that the duration of service delivery time can be completed in accordance with the determined time duration.
- b. Transparency is needed with respect to both the costs of administrative services and those relating to the budget of activities undertaken by the Faculty. Faculty leaders should also be more open in communicating to all lecturers and faculty staff about the policies made by the leaders which related to budget.
- c. The rule of law of service concerning the sense of justice in its service needs to be improved by eliminating service discrimination to any service

receivers who should be given evenly service, whether he/she is an acquaintance or not.

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