



MEWUJUDKAN GOOD GOVERNANCE MELALUI REFORMASI BIROKRASI UNTUK MENINGKATKAN PELAYANAN PUBLIK

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Abstract

Bureaucratic reform is a crucial step in achieving progress for a country or organization. Through bureaucratic reform, the governance system or organization is restructured to be not only effective and efficient but also capable of serving as the backbone of an organization's life. This paper will examine how to realize good governance through bureaucratic reform to improve public services. This study uses qualitative research with a descriptive approach. The data used in this study is secondary. The results of this paper conclude that good governance essentially requires the involvement of all stakeholders, and good governance is expected to provide solutions to all problems in governance.

Keywords: public service, bureaucratic reform, good governance.

Abstrak

Reformasi birokrasi merupakan langkah yang menentukan dalam mencapai kemajuan suatu negara atau organisasi. Melalui reformasi birokrasi, terjadi penataan sistem penyelenggaraan pemerintahan atau organisasi yang tidak hanya efektif dan efisien, tetapi juga mampu menjadi tulang punggung kehidupan suatu organisasi. Tulisan Ini Akan Mengulas Bagaimana Mewujudkan Good Governance Melalui Reformasi Birokrasi Untuk Meningkatkan Pelayanan Publik. Penelitian ini menggunakan jenis penelitian kualitatif dengan pendekatan deskriptif. Jenis data yang digunakan dalam penelitian ini adalah data sekunder. Hasil tulisan mendapatkan penyelenggaraan tata kelola pemerintahan yang baik pada dasarnya mensyaratkan keterlibatan seluruh komponen pemangku kepentingan dan pemerintahan yang baik diharapkan dapat menjadi solusi atas segala permasalahan dalam penyelenggaraan pemerintahan.

Kata kunci: pelayanan publik, reformasi birokrasi, tata kelola pemerintahan yang baik.

Introduction

The problems experienced by the Indonesian nation today are increasingly complex and increasingly full of problems. Implementing good governance practices can be done gradually according to the capacity of the government, civil society, and market mechanisms. One strategic choice to implement good governance in Indonesia is through the implementation of bureaucratic reform. Bureaucratic reform is a benchmark for the success of implementing tasks and measuring government performance through bureaucracy. Bureaucratic reform as the main driver is also considered important by all actors from the elements of good governance.

Nowadays in our country, the people expect the government to be able to implement good governance, namely the implementation of effective, efficient, transparent, accountable, and responsible government. Effective in terms of the results achieved, accountable means that the government organizers responsible for the policies set, and accountable for its performance to all citizens at the end of each year of government administration.

The concept of good governance emerged due to dissatisfaction with the performance of the government which has been trusted as the organizer of public affairs. Implementing good governance practices can be done gradually according to the capacity of the government, civil society, and market



mechanisms. One strategic choice to implement good governance in Indonesia is through the provision of public services.

Public service is a benchmark for the success of implementing tasks and measuring government performance through bureaucracy. Public service as the main driver is also considered important by all actors from the elements of good governance. Public officials, elements in civil society and the business world all have an interest in improving the performance of public services. The phenomenon of public services by the government bureaucracy is full of problems, for example, long-winded service procedures, uncertainty of time and price that make services difficult to reach reasonably by the community. This causes distrust of service providers in this case the bureaucracy so that the community seeks alternative ways to get services through certain methods of paying additional costs.

In addition to the above problems, it is also about the way services are received by the community whose dignity as citizens is often abused by the State. The community is placed as a client who needs help from bureaucratic officials, so they must submit to bureaucratic provisions and the wishes of their officials. This happens because the culture that has developed in the bureaucracy so far is not a culture of service, but rather a culture of power.

Method

This study uses a qualitative research type with a descriptive approach. The type of data used in this study is secondary data. The research analysis uses a qualitative method that begins with the concept of good governance, then continues with analyzing the concept of bureaucratic reform and finally continues with the concept of service quality in the era of bureaucratic reform in the perspective of public service.

Discussion

Good Governance is a solid and responsible development management implementation that is in line with the principles of democracy and efficient markets, avoiding misallocation of investment funds and preventing corruption both politically and administratively, implementing budget discipline and creating a legal and political framework for the growth of business activities. Good Governance in Indonesia itself began to be truly pioneered and implemented since the outbreak of the Reformation era, where in that era there was a restructuring of the government system that demanded a clean democratic process so that Good Governance is one of the absolute reform tools implemented in the new government. However, when viewed from the development of the reform that has been running for 20 years, the implementation of Good Governance in Indonesia cannot be said to be fully successful in accordance with the ideals of reform. Previously, There are still many frauds and leaks in budget management and accounting which are the two main products of Good Governance.

Principles of Good Governance

The main key to understanding good governance is understanding the principles in it. Based on these principles, a benchmark for a government's performance will be obtained. The good or bad of a government can be assessed if it has touched on all elements of the principles of good governance. Realizing the importance of this issue, the principles of good governance are explained one by one as stated below: 1. Community Participation, 2. Upholding the Supremacy of Law, 3. Transparency, 4. Care about the business world, 5. Consensus oriented, 6. Equality, 7. Effectiveness and Efficiency, 8. Accountability, 9. Strategic Vision.

In general, the problems of implementing good governance include:

- a. Bureaucratic reform has not been carried out in accordance with the demands of society;
- b. The high complexity of problems in finding improvement solutions;
- c. The still high level of abuse of authority, the many practices of corruption, collusion and nepotism, and the still weak supervision of the performance of the apparatus;



- d. Increasing demands for the implementation of good governance principles, including transparency, accountability and quality of public performance as well as compliance with the law;
- e. Increasing demands for community participation in public policy.

The Meaning Of Bureaucratic Reform

Bureaucratic reform can be interpreted as a process of fundamental bureaucratic change towards a new and better order. There are 4 (four) keywords in the definition, namely: First, that reform is a process (not output or result). Because reform is a process, reform must be carried out gradually and systematically. Therefore, determining a clear agenda and priorities in doing so is an important thing that must be made before the reform is implemented.

Second, that bureaucratic reform must be marked by a dynamic change, not status quo. Change is the key to reform, there is no reform without change. In this regard, “anti-change” attitudes will be an obstacle in carrying out reform. However, change is not just change without a clear purpose.

Third, that changes in bureaucratic reform must be fundamental, not only treating the symptoms that appear, but also touching on the root of the problem.

Fourth, that the end of the reform process is a new bureaucratic order that is better than the previous condition. A better bureaucratic condition is a bureaucratic condition that is able to provide services to the community and is able to synergize and optimize the various potentials of the nation for the prosperity and welfare of the people.

Public Service Concept

Viewed from the perspective of its implementation pattern, public services still have various advantages, including:

1. Less responsive. This condition occurs at almost all levels of service elements, starting from the level of service officers (front line) to the level of those responsible for the agency. Responses to various complaints, aspirations, and hopes of the community are often slow or even ignored altogether.
2. Lack of information. Various information that should be conveyed to the public is slow or does not even reach the public.
3. Less accessible. Various service implementing units are located far from the reach of the community, making it difficult for those who need the service.
4. Lack of coordination. Various service units that are related to each other are very poorly coordinated. As a result, there is often overlapping or conflicting policies between one service agency and other related service agencies.
5. Bureaucracy. Services (especially licensing services) are generally carried out through a process consisting of various levels, this causes the completion of services to take too long.
6. Viewed from the human resources side, the main weakness is related to professionalism, competence, empathy and ethics. Viewed from the institutional side, the main weakness lies in the organizational design which is not specifically designed for providing services to society, full of hierarchies that make services convoluted and uncoordinated.

Problem Solver

The demands of society in the reform era for quality public services will be increasingly strong. Therefore, the credibility of the government is very much determined by its ability to overcome the various problems above so that it is able to provide public services that satisfy the community according to its capabilities. The things that can be proposed to overcome these problems include:

1. Determination of service standards. Service standards have a very important meaning in public services. Service standards are a commitment of service providers to provide services with a certain quality that is determined based on the combination of the community of providers and the



expectations of service capabilities. Determination of service standards is carried out through the process of identifying types of services, identifying customers, identifying customer expectations, formulating service visions and missions, analyzing processes and procedures, facilities and infrastructure, time and service costs. This process will not only provide information on service standards that must be set.

2. Development of Standard Operating Procedures (SOP). To ensure that the service process can run consistently, SOP is required.
3. Development of Customer Satisfaction Survey. To maintain public satisfaction, it is necessary to develop a mechanism for assessing public satisfaction with the services provided by public service providers. In the concept of service management, customer satisfaction can be achieved if the service product provided by the service provider meets the quality expected by the public.
4. Development of a complaint management system.

In the perspective of *good governance* public service, it demands criteria such as efficiency, concerning considerations about the success of public service organizations in gaining profit, utilizing production factors and considerations originating from economic rationality. When applied objectively, criteria such as liquidity, solvency, and profitability are very relevant efficiency criteria. The second criterion is effectiveness, which is closely related to technical rationality, values, missions, organizational goals, and the function of development agents. The third criterion is justice, which is closely related to the concept of sufficiency or appropriateness. Both question whether a certain level of effectiveness, needs and values in society can be met. Issues concerning equitable development, services to marginalized groups and so on, will be able to be answered through this criterion. And the fourth criterion is responsiveness, where public service organizations are the embodiment of the responsiveness of the state or government to the vital needs of society. Therefore, the criteria for the organization as a whole must be accounted for transparently in order to meet the responsiveness criteria.

Bureaucratic reform is very important in realizing good governance, because this bureaucratic reform will affect the work behavior patterns of government officials. Bureaucratic reform forms a person's perception or perspective that is believed to be a value or norm that develops in the organizational environment. Therefore, bureaucratic reform will produce a perception that is believed by all bureaucratic officials to take action in overcoming problems faced in their work duties.

The strengthening of bureaucratic culture that is carried out must be able to produce the behavior of bureaucratic officials who are committed to their duties and responsibilities towards public services and are more oriented towards work performance. Bureaucratic officials need to have the courage to act creatively and be more innovative in dealing with problems in carrying out public services. Creativity and innovation carried out by bureaucratic officials are believed to be able to build a healthy competitive climate among them, which in the end will not only produce better public services but also increase motivation to continue to develop capabilities as public servants.

As an implication, strengthening bureaucratic reform will encourage the creation of a responsive, transparent, and accountable bureaucracy, which in turn will increase public trust in government institutions. Shihab and Musiasa (2017) also underline the importance of an effective communication strategy in creating positive perceptions and improving bureaucratic performance through the implementation of good governance. Thus, strengthening bureaucratic reform is an important step to ensure that the bureaucracy can optimally meet the expectations and needs of the community. Efforts to strengthen the bureaucracy also need to be supported by more real work incentives by making work performance the main factor in assessing the success of the bureaucratic apparatus.

Conclusion

1. The implementation of good governance, basically requires the involvement of all stakeholder components, both in the bureaucratic environment and in the community environment, close to the community and in providing good public services, providing an indication of improving government management performance, on the other hand showing a change in mindset that



influences better changes in mental attitudes and government behavior that is oriented towards public services.

2. Good governance is expected to be a solution to all problems in the implementation of government. So far, the community has experienced various difficulties in relation to public services. Complicated procedures, difficult requirements, and unclear service time completion. With bureaucratic reform, it encourages the spirit to aspire to create good governance. The government has a function to manage all existing resources for the benefit of the wider community, and as long as the government can carry out its functions in accordance with its authority, it can realize good governance. A clean government is free from elements of KKN as long as the government applies the principles of transparency and accountability.

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