



ISSN 2621- 458X

IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN ENHANCING THE PERFORMANCE OF CIVIL SERVANTS AT THE PUBLIC SERVICE MALL (MPP) OF BARRU REGENCY

Asriani

ITBA Al Gazali Barru
 asriani@algazali.ac.id

Usamah Mahmud
 ITBA Al Gazali Barru
 usamah@algazali.ac.id

ABSTRACT

This study examines the implementation of good governance principles in improving the performance of Civil Servants (ASN) at the Public Service Mall (MPP) of Barru Regency. The focus is on evaluating how key principles such as accountability, transparency, openness, and adherence to the rule of law contribute to enhancing service delivery. Data were collected through interviews with ASN, service users, and local government officials, providing insight into both the strengths and challenges faced by the MPP in applying these principles. The results indicate that while positive outcomes have been achieved in improving public services, barriers such as communication gaps, limited understanding of governance principles, and infrastructural challenges still hinder optimal performance. The study recommends ongoing training, improved technical infrastructure, and increased public engagement in governance processes to further strengthen the implementation of good governance at the MPP.

Keywords: Good Governance, Civil Servants, Public Service.



lisensi CC BY

A. INTRODUCTION

Good governance has long been a goal for many people in Indonesia. The desire to implement good governance in government practices has been frequently expressed by officials at the central, provincial, and municipal levels. Various interpretations of good governance exist, depending on the context. In the context of combating corruption, collusion, and nepotism (KKN), good governance is often understood as governance that is free from such

practices. Good governance is considered to be realized when the government is able to establish itself as an institution that is free from KKN practices, as noted by Agus Dwiyanto (2014: 18).

Reforming government bureaucracy can be a crucial first step, as the complexity of the issues, the potential impacts, and the support that may be garnered are substantial. By prioritizing bureaucratic reform, the government can significantly accelerate the realization of good governance. Therefore, it is essential for the government to focus on bureaucratic reform as part of a concrete effort to build good governance, as emphasized by Agus Dwiyanto (2014: 41).

The Civil Apparatus (Aparatur Sipil Negara or ASN) is a profession for civil servants and government employees with work contracts who work in government agencies. Based on this definition, ASN includes both civil servants and government employees with work contracts who are appointed by the staffing authority and assigned duties within governmental positions or other state duties, receiving salaries in accordance with relevant regulations, as explained by Humas Wonogiri (2019).

The ASN plays a crucial role in public service delivery, as their performance directly impacts the public as service users. According to Law No. 5 of 2014 on Civil Service Apparatus, ASNs are expected to provide public services and serve as a unifying force for the nation, performing their duties with professionalism, integrity, free from political intervention, and free from practices of corruption, collusion, and nepotism, as stated by Aulia Hanadita Balkis (2020).

Public service is closely related to government responsibilities, as one of the government's duties is to provide services to the public. The quality of public services received by the community can serve as a benchmark for assessing the quality of government. Public service, in its development, stems from the obligation of conducting governmental activities, as discussed by Riawan Tjandra (2018: 189-190).

As explained in **Al-Qur'an Surah Al-Baqarah Ayat 282:**

يَأْتِيهَا الَّذِينَ ءَامَنُوا إِذَا تَدَابَيْتُمْ بِدَيْنٍ إِلَىٰ أَجَلٍ مُّسَمًّى فَاكْتُبُوهُ ۚ وَلْيَكْتُب بَيْنَكُمْ كَاتِبٌ بِالْعَدْلِ ۚ وَلَا يَأْب كَاتِبٌ أَن يَكْتُبَ كَمَا عَلَّمَهُ اللَّهُ ۚ فَلْيَكْتُبْ وَلْيُمْلِلِ الَّذِي عَلَيْهِ الْحَقُّ وَلْيَتَّقِ اللَّهَ رَبَّهُ ۚ وَلَا يَبْخَسْ مِنْهُ شَيْئًا ۚ فَإِن كَانَ الَّذِي عَلَيْهِ الْحَقُّ سَفِيهًا أَوْ ضَعِيفًا أَوْ لَا يَسْتَطِيعُ أَن يُمِلَّ هُوَ فَلْيُمْلِلْ وَلِيُّهُ بِالْعَدْلِ ۚ وَاسْتَشْهِدُوا شَهِيدَيْنِ مِّن رِّجَالِكُمْ ۚ فَإِن لَّمْ يَكُونَا رَجُلَيْنِ فَرَجُلٌ وَأَمْرَأَتَانِ مِمَّن تَرْضَوْنَ مِنَ الشُّهَدَاءِ أَن تَضِلَّ إِحْدَاهُمَا فَتُذَكَّرَ إِحْدَاهُمَا الْأُخْرَىٰ ۚ وَلَا يَأْبَ الشُّهَدَاءُ إِذَا مَا دُعُوا ۚ وَلَا تَسْتَمْتُوا أَن تَكْتُبُوا صَخِيرًا أَوْ كَبِيرًا إِلَىٰ أَجَلِهِ ۚ ذَٰلِكُمْ أَقْسَطُ عِنْدَ اللَّهِ وَأَقْوَمٌ لِلشُّهَدَةِ وَأَدْنَىٰ أَلَّا تَرْتَابُوا ۚ إِلَّا أَن تَكُونَ تِجَارَةً حَاضِرَةً تُدِيرُونَهَا بَيْنَكُمْ فَلَيْسَ عَلَيْكُمْ جُنَاحٌ أَلَّا تَكْتُبُوهَا ۚ وَأَشْهِدُوا إِذَا تَبَايَعْتُمْ ۚ وَلَا يُضَارَّ كَاتِبٌ وَلَا شَهِيدٌ ۚ وَإِن تَفَعَّلُوا فَإِنَّهُ فُسُوقٌ بِكُمْ ۚ وَاتَّقُوا اللَّهَ ۚ

وَيُعَلِّمُكُمُ اللَّهُ ۚ وَاللَّهُ بِكُلِّ شَيْءٍ عَلِيمٌ

(Reference : <https://tafsirweb.com/1048-surat-al-baqarah-ayat-282.html>)

“ O you who believe, if you do not pay in cash for a specified time, you should write it down. And let a writer among you write it correctly. And let the writer not be reluctant to write it as Allah has taught him, so let him write, and let the person who is in debt accept (what he will write), and let him fear Allah his Lord, and let him not reduce his debt in the slightest. If the debtor is a person who is weak of mind or weak (in his condition) or he himself is unable to implement it, then let his guardian implement it honestly. And testify with two male witnesses (among you). If there are not two men, then (permissible) one man and two women from among the witnesses whom you please, so that if one forgets, the other person reminds him. The witnesses should not be reluctant (to provide information) if they are summoned; and do not get tired of writing down debts, whether small or large, until the deadline for paying them. That way, it is fairer in the sight of Allah and strengthens your testimony and is closer to not (giving rise to) your doubts. (Write your mu'amalah), unless the mu'amalah is a cash trade that you carry out between you, then there is no sin for you, (if) you do not write it. And bear witness when you buy and sell; and let the writer and witness not make things difficult for each other. If you do (that), then indeed it is an act of wickedness on your part. And fear Allah; Allah teaches you; and Allah is All-Knowing of everything.” (Reference: <https://tafsirweb.com/1048-surat-al-baqarah-ayat-282.html>).

Surah Al-Baqarah, Verse 282 in the Qur'an, known as the "**Ayat Al-Mudayana**" (Verse of the Contract), provides guidelines for documenting financial transactions, particularly debts, in a transparent, fair, and clear manner. The verse emphasizes the principles of justice, honesty, and accountability in transactions between parties. These principles are highly relevant to **good governance** and can be connected to several key elements:

1. **Transparency and Accountability:** This verse teaches the importance of recording financial transactions in a transparent manner that can be held accountable. In the context of governance, it underscores the need for government decisions and actions to be clearly documented, accessible to the public, and subject to accountability.
2. **Justice and Equality:** The verse emphasizes the necessity of fair testimony for both debtors and creditors, ensuring that all parties are involved in a transparent process, and no one is disadvantaged. This aligns with the principles of **good governance**, which prioritize justice, equal rights, and the prevention of discrimination or abuse of power.
3. **Legal Certainty:** The Qur'an mandates that every transaction, especially those involving financial obligations, should be documented in a clear, unambiguous manner to ensure legal certainty. In the context of governance, this relates to the need for clear and consistent legal frameworks that provide security and trust to the public.

Overall, Surah Al-Baqarah, Verse 282 imparts foundational values central to the principles of **good governance**, such as transparency, accountability, justice, and legal certainty. These principles are crucial for fostering public trust in government and ensuring that public service is conducted ethically and professionally.

This verse instructs Muslims to document financial transactions clearly and fairly. The aim is to maintain justice and transparency in financial dealings, ensuring that no party is harmed. It emphasizes the importance of honesty, transparency, and God-consciousness in

every financial transaction. As interpreted by Halim (2018: 48), Surah Al-Baqarah Ayat 282 provides essential guidance on the ethics and procedures of financial transactions, including the obligation to record transactions, involve impartial witnesses, and adhere to the principles of piety.

According to the *Kamus Besar Bahasa Indonesia* (KBBI) in Media Belajar (2010), the term "implementation" refers to the act of applying or putting into practice. It involves the process of executing theories, methods, or strategies to achieve a particular goal or benefit that has been planned and organized in advance, as discussed by Muhammad Akbar (2017: 12).

The realization of good governance is a fundamental prerequisite for fulfilling the aspirations of the people and achieving the nation's goals. To develop effective good governance practices, the government must adopt and utilize precise strategies. The wide scope of issues faced, the complexity of each problem, and the limitations in resources and capacities—both governmental and non-governmental—require the government to make strategic choices in initiating the development of good governance practices.

B. RESEARCH METHODOLOGY

This study aims to analyze the relationship between bureaucratic reform and the realization of good governance, and its impact on public service quality. Using a qualitative approach with a descriptive-analytical design, the research explores the complex dynamics of governance, bureaucracy reform, and public service delivery in Indonesia. Data will be collected from both primary and secondary sources, including in-depth interviews, field observations, focus group discussions, and government documents. The study will focus on government institutions that have made significant efforts in reforming their bureaucratic structures and improving public services (Creswell, 2014; Flick, 2018).

The data analysis will follow a descriptive qualitative approach, categorizing and reducing data to identify key patterns. To ensure the validity and reliability of the findings, triangulation will be employed, combining data from multiple sources and methods (Denzin, 2017). This research aims to provide insights into how bureaucratic reforms influence governance practices and service delivery, contributing to policy and practice in public administration. Despite certain limitations, such as time constraints and the potential for subjective responses, the study will offer valuable perspectives on enhancing good governance and improving public service delivery in Indonesia (Miles & Huberman, 1994; Yin, 2018).

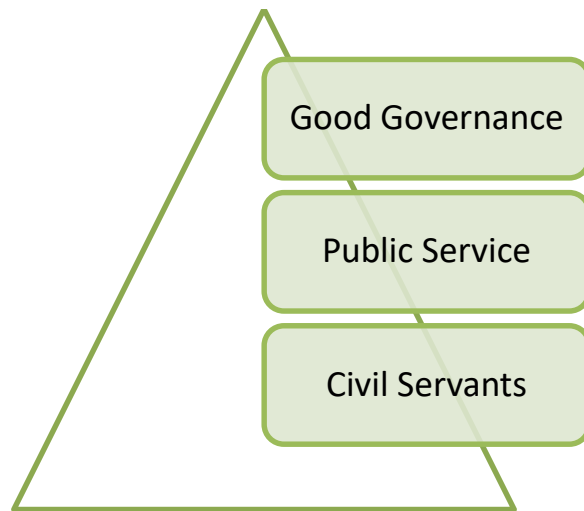


Figure 1 Thinking framework diagram

C. RESEARCH RESULTS AND DISCUSSION

➤ Results of the Study

This section presents the analysis of the findings obtained from the field through interviews and observations. The data were analyzed qualitatively and grouped based on the operational variables discussed, specifically the application of good governance principles in improving the performance of Civil Servants (Aparatur Sipil Negara, ASN) at the Mal Pelayanan Publik (MPP) in Barru Regency and the factors influencing the implementation of these principles.

1. Implementation of Good Governance Principles in Improving the Performance of Civil Servants at the Mal Pelayanan Publik, Barru Regency

The key to understanding good governance lies in comprehending the principles within it. These principles serve as benchmarks for assessing government performance, particularly when they intersect with all the elements of good governance. Based on the findings from interviews and observations, the application of good governance principles in improving the performance of ASN at MPP Barru Regency can be understood through the following indicators:

- **Accountability**
Accountability in service delivery performed by the government bureaucracy, in this case, ASN at MPP Barru, is a duty to account for both successes and failures in fulfilling their mission to serve the public. Ensuring accountability means providing services in accordance with the prevailing regulations. This is important not only for the public but also for the functioning of government operations.

ASN at MPP Barru is committed to being responsible for the authority entrusted to them by the public. Institutions must be accountable both legally and ethically for delivering excellent service to the community. The public expects that all policy-making should be accompanied by clear accountability. This was confirmed by the informants, who stated that providing relevant information to the public and ensuring proportional accountability mechanisms for each staff member was a priority.

- Transparency

Transparency is a crucial concept in public administration, particularly in the context of implementing good governance practices. It is expected that ASN at MPP Barru provide necessary information about policy processes and implementations. Transparency ensures that all relevant stakeholders are informed about government policies and decisions.

ASN at MPP Barru is committed to acting promptly and fairly in delivering services to the public. However, some instances of miscommunication between different service departments resulted in delays in delivering information, highlighting the need for improved coordination. Despite these occasional lapses, the general perception among the public was that services such as the issuance of identification cards were faster, more transparent, and less complicated than in previous years.

- Openness

Openness refers to the availability of information and clarity regarding public policy processes, including service procedures, timelines, and costs. ASN at MPP Barru provided the public with clear and accessible information on the timeframes, requirements, and procedures for obtaining services.

However, some public feedback suggested room for improvement in the consistency of the information provided across different service units. This indicates that while transparency was mostly observed, there were gaps in ensuring that information reached the right individuals consistently.

- Rule of Law

The principle of rule of law ensures that all actions within government organizations are guided by established legal norms. Every action taken by ASN at MPP Barru is based on the applicable legal framework, ensuring that services are provided equitably and in accordance with the law. This principle is fundamental to maintaining public trust and ensuring fairness in governance. The findings highlighted that legal provisions were carefully followed in the provision of public services, ensuring that community rights and obligations were respected.

2. Factors Influencing the Application of Good Governance Principles in Improving ASN Performance at MPP Barru

Employee performance at MPP Barru is influenced by several factors, including effectiveness and efficiency. The effectiveness of ASN in achieving their goals is tied to their ability to meet service targets in line with the organization's plans, while efficiency is measured by how well resources, such as time and effort, are utilized to achieve desired outcomes. Performance evaluations, such as weekly meetings to assess staff performance and capacity-building initiatives, are considered key strategies for improving both effectiveness and efficiency. Another critical factor is authority and responsibility, with ASN at MPP Barru demonstrating a clear understanding of their roles and authority, ensuring that services were delivered in compliance with regulations. Strong leadership and clear delegation of tasks were crucial for maintaining an accountable and efficient workforce, although aligning tasks with employees' competencies and expectations remains a challenge. Discipline also plays a key role in service delivery, with most staff adhering to their tasks. However, some instances of late arrivals or early departures were noted, impacting overall workflow, highlighting the importance of strict adherence to working hours and service protocols. The level of initiative shown by ASN in proactively solving problems and offering assistance was another important factor that contributed to improved service delivery. Encouraging initiative through regular performance evaluations and professional growth opportunities was seen as crucial for staff development.

The implementation of good governance principles at MPP Barru is supported by several factors. These include the availability of adequate resources and infrastructure to carry out public services, the presence of competent human resources capable of meeting service demands, and established policies and regulations that guide operations and ensure accountability. However, the implementation of these principles faces some obstacles. One significant challenge is the public's limited understanding of good governance principles, which affects their engagement and trust in the process. Additionally, the limited network infrastructure and weak Wi-Fi connectivity in certain areas of MPP Barru hinder the smooth operation of digital services, making it difficult to deliver services efficiently.

➤ DISCUSSION

In this section, the research focuses on the implementation of good governance principles to improve the performance of Civil Servants (ASN) at the Public Service Mall (MPP) of Barru Regency, as well as the factors influencing this implementation. Accountability is a core principle in ensuring that ASN at MPP Barru are responsible for the success or failure of public service delivery. This involves following established rules and providing measurable outcomes, which ultimately helps to foster trust among the community and prevents corruption. Transparency also plays a crucial role, as ASN are required to provide clear information regarding policies and service procedures to the public. While challenges such as communication breakdowns between staff and service officers exist, efforts to improve these

through training and evaluations are ongoing. Openness refers to making service-related information, such as timelines, requirements, and costs, easily accessible to the community, ensuring there is no discrimination. In addition, the rule of law is fundamental to the governance framework at MPP Barru, as ASN are expected to deliver services in line with legal standards and human rights.

The factors influencing the effective application of good governance principles at MPP Barru include both internal and external elements. Key internal factors involve the effectiveness and efficiency of ASN in achieving service goals while adhering to procedures. Regular training and a focus on Service Excellence are essential to improving these aspects. Authority and responsibility also play a significant role, as clear delegation of tasks ensures that ASN understand their duties and are held accountable for their actions. ASN discipline is another critical factor; while there are some issues with adherence to rules, most ASN at MPP Barru are committed to providing services according to established procedures. Furthermore, the initiative demonstrated by ASN, particularly in problem-solving and decision-making, enhances service delivery. This can be nurtured through ongoing performance evaluations and leadership support.

Several factors support the implementation of good governance principles, including adequate facilities and infrastructure, such as computers and comfortable workspaces, which enhance the efficiency of ASN. The supremacy of law also supports effective governance, providing a clear legal framework for decision-making and ensuring that services are delivered fairly. Additionally, a skilled and disciplined workforce is vital to achieving these goals. Continuous training and professional development are necessary to build the capacity of ASN and ensure they meet the needs of the community.

However, there are also challenges that hinder the full implementation of good governance. One of the main challenges is the lack of understanding of good governance principles among both ASN and the public. This knowledge gap can be addressed through educational programs aimed at improving awareness. Furthermore, although the necessary infrastructure is in place, technical issues, such as unreliable internet connections, can disrupt service delivery. Overcoming these challenges is crucial for ensuring that good governance principles are fully implemented and that the performance of ASN at MPP Barru continues to improve.

D.CONCLUSION AND RECOMMENDATIONS

In conclusion, the implementation of good governance principles at the Public Service Mall (MPP) of Barru Regency plays a vital role in improving the performance of Civil Servants (ASN) in delivering public services. Key principles such as accountability, transparency, openness, and adherence to the rule of law have been applied to varying degrees. While the implementation of these principles has shown positive outcomes in terms of service delivery, challenges such as communication gaps, lack of full understanding of governance principles, and infrastructural limitations remain. Effective training, clear delegation of responsibilities,

and continuous evaluation are essential to overcoming these challenges and further enhancing the performance of ASN.

To improve the application of good governance at MPP Barru, it is recommended that the local government invests in ongoing training programs to improve ASN's knowledge of governance principles and their role in service delivery. Additionally, improving the technical infrastructure, such as ensuring stable internet connections and sufficient equipment, would further enhance service efficiency. Greater efforts should also be made to engage the public in understanding good governance to foster a collaborative approach between the government and citizens. Finally, regular performance evaluations and leadership support are crucial in building a disciplined, motivated, and initiative-driven workforce. These measures will contribute to achieving the ultimate goal of efficient and accountable public service delivery in Barru Regency.

BIBLIOGRAPHY

- Creswell, J. W. (2014). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches* (4th ed.). Sage Publications.
- Denzin, N. K. (2017). *The Research Act: A Theoretical Introduction to Sociological Methods* (5th ed.). Aldine Transaction.
- Dwiyanto, A. (2014). *Mewujudkan Good Governance Melalui Pelayanan Publik*. Gadjra Mada University Press. Yogyakarta.
- Flick, U. (2018). *An Introduction to Qualitative Research* (6th ed.). Sage Publications.
- Josep. (2018). *Perbandingan Tata Pemerintah Antara Good Governance Dan Sound Governance*. Indocamp. Jakarta.
- Kartika, C. F., Hanafi, I., & Hermawan. (2012). *Good Environmental Governance*. Universitas Brawijaya Press. Malang.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook* (2nd ed.). Sage Publications.
- Mukarom, Z., & Lasana, M. W. (2016). *Membangun Kinerja Pelayanan Publik*. CV Pustaka Setia. Bandung.
- Nuryanto. (2014). *Hukum Administrasi*. Laskambang Justiti. Surabaya.
- Qur'an, H. (2018). *Al-Qur'an Al-Karim dan Terjemahannya Surah Al-Baqarah Ayat 282*. Halim Publishing & Distributing. Surabaya.
- Rudito, B., et al. (2016). *Aparatur Sipil Negara Pendukung Reformasi Birokrasi*. Kencana. Jakarta.
- Tjandra, R. (2018). *Hukum Administrasi Negara*. Sinar Gra. Jakarta.

- Yin, R. K. (2018). *Case Study Research and Applications: Design and Methods* (6th ed.). Sage Publications.
- Zamzam, H. F. (2015). *Good Governance Secretariat DPRD*. Deepublish Publisher. Yogyakarta.