

Strategies for Improving Public Service Quality Through Good Governance Principles at the Danau Keliling Subdistrict Office

Original Article

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Received: 25 May 2025

Accepted: 30 May 2025

Published online: 30 May 2025

Abstract

The background of this research is the application of the principle of good governance, which is suspected to be still not good. The purpose of this research is to find out how to implement the strategy to improve the quality of public services through the principle of good governance at the Keliling Danau District Head Office, Kerinci Regency, which is focused on the principles of Accountability, Responsiveness and Participation in the Keliling Danau District Office, Kerinci Regency. This type of research is Qualitative research. The activities in data analysis in this research are data collection, data reduction, data presentation, and conclusion. The informant selection technique in this study was carried out by purposive sampling (selected sample). The researcher selected the informant based on the criteria that had been determined and the research objectives. The research findings show that the principles of good governance, including participation, accountability, and responsiveness, have been well implemented by the Keliling Danau District sub-district office employees, but these principles must still be improved.

Keywords: Public Service, Good Governance, Facility

1. Introduction

Good governance is the foundation of every democratic country's government management. It aims to promote community welfare and achieve the country's goals and ideals. The paradigm shift from government to governance has given rise to a new view or paradigm of administration called good governance.

According to Zulkarnain (Rifdah 2022), good governance is a foreign concept to Indonesian society. It involves cooperation between the government and the community to achieve two goals: good governance and democratic governance. The government has also stated that the outbreak of the crisis was caused by numerous deviations and abuses of power by the government, which can damage the relationship between governance implementation and various connections within social and national life. Meanwhile, according to Sinambela (in Rifdah, 2022), good governance is a process that determines the fair distribution of authority among all parts of society to influence decisions and policies related to people's lives in efforts towards political, economic, social, and cultural development within the governmental system. Based on the above opinions, the author concludes that good governance is a concept related to cooperation between the government and the community



to influence policies concerning people's lives in politics, economy, social affairs, and culture to achieve good and democratic governance.

(Dwiyanto 2017:18) argues that there are at least three reasons why improving public services can promote the development of good governance practices, particularly in Indonesia. First, stakeholders consider improving public service performance important, namely the government, citizens, and the business sector. The government is interested in improving public services because, if successful, they can enhance its legitimacy. Improved public services will also reduce bureaucratic costs, which in turn can enhance the welfare of service users and create market mechanism efficiency. Second, public services are the domain where the three elements of governance interact intensively, with interaction between the government, civil society, and market players. Therefore, if the government can improve the quality of public services, it will be directly felt by the community and market players. This can build trust in the government to implement changes. The existence of trust between the government and non-governmental elements is a crucial prerequisite for garnering broad support for the development of good governance practices in Indonesia. Third, the values that characterize good governance practices are more easily and tangibly translated through public services. Those involved in reforming governance practices can start experimenting in the field of public services by developing participatory public service systems that are efficient, fair, transparent, and accountable. Success in applying these values in public services can be extended to other domains.

To realize the values described above, strategies to improve public service quality must be implemented through the principles of good governance itself. According to the United Nations Development Program (UNDP), there are nine principles of good governance: participation, rule of law, transparency, responsiveness, consensus orientation, equity, effectiveness and efficiency, accountability, and strategic vision (Rosyada et al. in Rifdah, 2022). These nine principles must be applied in public services to achieve good governance. The critical role of the Keliling Danau District Office, Kerinci Regency, as a regional government institution, is that it holds authority over several public services for the community at the sub-district level. As the primary entry point for public services, the quality of service provided by the district office significantly impacts the government's popularity and public trust.

Several problems were found from the researcher's observations at the research location. A staff member was unwilling when asked to write a letter, indicating a lack of professionalism on the part of that employee. Accountability refers to the responsibility of individuals or organizations for their actions, decisions, and performance. In the work context, accountability includes complying with rules, demonstrating exemplary professionalism and work ethics, and being answerable for actions and behavior in the workplace. In this problem, the behavior can be considered as not reflecting good accountability because it violates workplace rules, can disturb colleagues, creates an unprofessional impression, and shows a lack of responsibility towards tasks and obligations in the workplace. Management needs to take firm action to enforce rules and ensure all employees demonstrate professional and accountable behavior.

Furthermore, a lack of responsiveness to community needs and complaints is a significant problem in improving public service quality. Failure to respond to requests in an orderly manner, lack of effective communication, and slow problem resolution can decrease public satisfaction and trust in the services provided.

The principles of good governance as a foundation, including transparency, accountability, participation, equity, and responsiveness, are widely recognized as essential

cornerstones for improving public service quality. Implementing these principles at the Keliling Danau District Office, Kerinci Regency, can effectively enhance service quality. Although the principles of good governance are acknowledged as necessary, their implementation may still face various obstacles and constraints in many government institutions, including the District Office. These constraints can include a lack of understanding of sound governance principles, resource limitations, internal resistance, and other factors hindering implementation. Sound governance principles are considered crucial for managing good public services. This research can provide a better understanding of how implementing these principles can improve public service quality at the Keliling Danau District Office, Kerinci Regency. Improving public service quality can have a direct positive impact on the community. This research can benefit society by increasing accessibility, satisfaction, and trust in the government.

2. Literature Review

2.1. Principles of Public Service

To improve the implementation of the system for public services, Osborne concluded 10 principles called the new style of decision-making. One of the essential principles in his decision is "it is time for the government to be market-oriented," for which it is necessary to break down the rules to make it more effective and efficient through market control. For more details, the 10 principles of public services according to Osborne (in Pasolong, 2019: 150) are as follows:

- a) Catalytic government: directing rather than pedalling
- b) Government belongs to the people: authorise rather than serve
- c) Competitive government: injecting competition into service delivery
- d) Mission-driven governance: transforming rule-driven organisations
- e) Results-oriented government: finance outcomes, not inputs
- f) Customer-oriented government: meeting the needs of customers, not bureaucracy
- g) Entrepreneurial government: generating rather than spending
- h) Anticipatory government: prevent rather than cure
- i) Decentralised government
- j) Market bureaucratic government: driving change through the market.

2.2. Benefits of Public Services

For the public or society itself, public services have clear benefits based on each type of service received. However, according to Sarundadjang (in Rodiyah et al, 2021: 68), there are benefits from public services for governance in Indonesia as well, which include the following.

- a. Improve the image of the central and regional government. Create good value through benefits for the public and the government.

2.3. Public service quality

According to Zethaml et al. (in Pasolong 2019: 153), there are three main characteristics that ensure the primacy of a service.

- a. Intangibility

The service is a performance resulting from experience rather than an object. Most services cannot be counted, measured, touched, or tested before they are delivered to ensure quality, unlike goods produced by a factory, which can be tested for quality before being delivered to customers.

- b. Heterogeneity
Means that service users, clients, or customers have very heterogeneous needs. Customers with the same service may have different priorities. Likewise, performance often varies from procedure to procedure and even from time to time.
- c. Inseparability
Means that the production and consumption of a service are inseparable. Consequently, in the service industry, quality is not engineered into production in the factory sector and then delivered to customers. Quality occurs during the interaction between the client and the service provider.

2.4. Good Governance

Good governance is a paradigm that assumes that a good government is a government that is oriented towards the community and no longer to bureaucrats, or in other words, a government that is reforming itself to implement bureaucratic entrepreneurship to avoid corruption, collusion, and nepotism (Muhammad, 2019: 74).

Good, in Indonesian, means "good" has a comprehensive meaning. However, Pasolong (2019: 246) suggests that "good" in good governance means:

- a. Values that are in accordance with the people's wishes or values that can increase the people's ability to achieve national goals: independence, sustainable development, and social justice.
- b. Functional aspects of government that are effective in carrying out tasks to achieve goals.

Meanwhile, the term governance invites the practice of exercising authority by the government in managing government affairs in general, and economic development in particular. Thus, good governance can be defined as the management of authority by the government, based on the values of the people's interests, and applying practical functional aspects to achieve government goals.

Furthermore, Mardiasmo (in Rodiyah et al, 2021: 37) defines good governance as a conceptual approach to developing the public sector. This simple definition may read somewhat obscure, but its meaning is still the same: prioritising the public interest over bureaucrats or officials themselves.

Furthermore, the World Bank (in Pasolong, 2019: 249) defines good governance as the implementation of solid and responsible management, in line with democracy and efficient markets, avoiding misallocation of investment, avoiding corruption / KKN both politically and administratively, implementing budget discipline and creating a legal and political framework for entrepreneurial growth.

3. Methods

This research uses a qualitative approach with a qualitative descriptive orientation. This approach was chosen because this research leads to a detailed and in-depth description of the conditions in Meleong (in Sakinah, 2021). While the type of research design is a Case Study, Case Studies focus on the background, current status, and environmental interactions in social units such as individuals, groups, institutions, or communities. This case study covers the entire life cycle, can only cover certain segments, can focus on several specific factors, and can also pay attention to all elements of Anwar (in Sakinah, 2021).

4. Results and Discussion

Based on the interview results above, regarding the discussion relevant to the indicators, it can be said that the aspects serving as indicators can be explained according to the various types of triangulation as follows:

4.1 Community Participation in Improving Service Quality

Participation means the involvement of an individual or community group in the development process, either through statements or activities, by contributing ideas, effort, time, expertise, capital, or material, and by utilizing and enjoying the results of development. (Sumaryadi, 2010: 46). The community's role in improving the quality of public services at the Keliling Danau District Office is also needed. In this research, the District Office provides opportunities for the community to submit proposals through village deliberations (*musyawarah di Desa*), which the Village Head then reports to the District Office.

4.2 Accountability of Keliling Danau District Head's Office Staff

Accountability is the obligation to provide an account or answer for and explain an individual's or organization's performance and actions to the party with the right or authority to request information or accountability (Sedarmayanti, 2003).

Accountability refers to the obligation of employees to explain and be answerable for their actions in carrying out their duties. In the context of the District Office, employees must be able to provide clear and accurate reports regarding their activities. In this context, it refers to the formation of the following activities:

a. Activity Plans and Objectives

Every activity must have a clear plan, including the activity's objectives, schedule, areas to be visited, and planning methodology. Furthermore, specific goals for the activity should be established, such as monitoring environmental conditions, serving the community, and ensuring security and cleanliness.

b. Activity Implementation:

Employees record every activity carried out during the event, including time, location, and results achieved. Equally important, they perform documentation such as taking photos or videos to support reporting. Employees must compile activity reports covering all relevant information about the execution of their duties. This report must be submitted to superiors or appropriate parties according to established procedures.

c. Staff Responsiveness to the Community:

Responsiveness is the organization's ability to identify community needs, prioritize those needs, and incorporate them into various service programs (Dwiyanto, 2006). It also means the ability and readiness of employees to respond to the needs, questions, or problems faced by the community or encountered in the execution of their duties. This includes speed, accuracy, and effectiveness in responding to situations.

d. Effectiveness and Efficiency of the District Head's Office Services:

Mardiasmo (2002) states that effectiveness in public services measures the extent to which service goals and objectives are achieved. In the District Head's Office context, effectiveness can be seen in how well the services meet community needs. Meanwhile, according to Nugroho (2010), efficiency relates to the optimal use of resources. He emphasizes the importance of measuring the ratio between inputs (resources) and outputs (service results) to determine how efficient a public organization is.

- e. Rule of Law for Keliling Danau District Head's Office Staff:
Law is a set of rules governing human conduct in society, which carries strict sanctions for violators. The law functions to maintain order and create justice for society. (Subekti in Rifdah 2022). The rule of law refers to norms established within the legal system that regulate the behavior of individuals and institutions. In the District Head's Office, these rules include regional regulations, laws, and government policies guiding the operationalization of public services. Indicators of the rule of law in Good Governance include: (1) Transparency the availability of clear and easily accessible public information for the community; (2) Accountability the responsibility of public officials in decision-making and resource management; (3) Participation community involvement in decision-making processes affecting public services; (4) Equity fair and non-discriminatory treatment of all citizens.
- f. In its implementation, the District Head's Office must ensure that all indicators are applied effectively. This can be done through:
- Developing clear Standard Operating Procedures (SOPs) for each service.
 - Training employees on public service and legal matters.
 - Utilizing information technology to enhance transparency."

5. Conclusion

Implementing sound governance principles, participation, accountability, responsiveness, effectiveness, efficiency, and the rule of law is essential for enhancing public service quality at the Keliling Danau District Office. Community participation empowers citizens to contribute to development through proposals channeled via village deliberations, while accountability requires precise activity planning, documentation, and reporting by staff to ensure transparency and responsibility. Responsiveness demands prompt and effective addressing of community needs, and effectiveness/efficiency metrics must align service outcomes with public expectations through optimal resource use. Upholding the rule of law necessitates transparent, equitable, and participatory practices, reinforced by standardized SOPs, staff training, and technology adoption. Addressing observed issues, such as unprofessional conduct and delayed responses, through strictly enforcing governance principles is critical to building public trust and achieving democratic, high-quality public services.

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