



Analysis of the Implementation of the Principle of Good Governance: Responsiveness in Improving Public Services at the Saketi District Office, Pandeglang Regency

Ali Nurdin *

Nursyifa Eriyani

Mathla'ul Anwar University

Abstract

Responsive public services are one of the important pillars in the implementation of *the principles of good governance*. However, in practice, the responsiveness of services at the Saketi District Office, Pandeglang Regency still faces various obstacles, especially in terms of the accuracy of response, speed of service, and the effectiveness of communication between the apparatus and the community. This study aims to analyze the implementation of good governance principles, especially the responsiveness aspect in improving the quality of public services in the Sageti District Office. The research method used is qualitative descriptive with data collection techniques through observation, interviews, and documentation. The analysis is focused on four indicators of responsiveness according to Zeithaml, namely the ability to respond to the community, speed, precision, and timeliness of services. The results of the study show that in general, the principle of good governance in the aspect of responsiveness has been applied quite well. The sub-district apparatus is considered to be able to provide relatively fast and precise services, although there are still some obstacles in communication and consistency of service time. Increasing the capacity of human resources and strengthening the service system based on community needs are the main recommendations to improve the performance of public services in Sageti District.

Keywords: *Responsiveness, Public Service, Good Governance, Qualitative Approach*

*Correspondence : alinurdin@unmabanten.ac.id

I. Introduction

Public services are an important part of the government's function in meeting the needs of the community. The government, as the state administrator, has the responsibility to provide quality, effective, and efficient services to its citizens. In the context of *good governance*, responsive public services are the main indicators of the success of the bureaucracy in carrying out its duties. The responsiveness of the apparatus is a measure of the extent to which the government is able to respond to the needs, aspirations, and problems of the community quickly and appropriately.

In general, government agencies are formed to carry out public service duties in an effort to realize community welfare. The quality of public services is greatly influenced by the ability of human resources (HR) in these agencies. Improving the quality of human resources is needed so that services can be provided optimally in accordance with the principles of effectiveness, efficiency, and accountability. This is in line with the spirit of good governance which demands a clean, transparent, and responsive government to the needs of the community.

However, the reality of public services in Indonesia is still faced with various challenges, such as the slow service process, the low professionalism of the apparatus, and the lack of effective communication between the government and the community. This condition often causes complaints from the public about the performance of government agencies. In this context, the Saketi District Office of Pandeglang Regency is an example of a government institution that has a strategic role in providing direct services to the community at the sub-district level.

Saketi District as part of the Pandeglang Regency Government has a big task and responsibility in providing public services, especially in terms of population administration, licensing, and other social services. However, based on initial observations, there are still obstacles in the implementation of the principle of responsiveness in the work environment. Public complaints related to service delays, lack of quick response from the apparatus, and ineffective communication processes show that the principles of good governance, especially the responsiveness aspect, have not been fully realized.

The application of the principle of *good governance* is expected to improve the public service system to be more responsive to the needs of the community. Responsiveness is not only speed in providing services, but also includes accuracy in responding to complaints, meticulousness in decision-making, and the ability to adapt to changing community needs. Therefore, improving the quality of public services at the Saketi District Office needs to be directed at improving the attitude and behavior of the apparatus so that they are more sensitive to the interests of the community.

This research is important because it highlights how the implementation of the principle of responsiveness is carried out in the implementation of public services at the sub-district level. This analysis focuses on the extent to which the Saketi District apparatus is able to apply good governance values in daily service practices, as well as how supporting and inhibiting factors affect the performance of responsiveness. Using a qualitative descriptive approach, this study not only examines normative aspects, but also describes the empirical reality in the field.

The results of the study are expected to contribute to strengthening the implementation of good governance in local governments, especially in the aspect of public service responsiveness. In addition, this research is expected to provide strategic recommendations for the Saketi District Office in improving the quality of services that are faster, more precise, and satisfying to the community. Through the application of the principle of optimal responsiveness, it is hoped that public services that are oriented to the needs of the community will be created, as well as build public trust in the performance of local governments.

Literature Review

Implementation Concept

Implementation is an important stage in the public policy process because it determines the extent to which a policy can be effectively implemented. According to Dunn (2003), implementation is a series of interrelated actions carried out by government agencies or officials to achieve policy goals. In the context of governance, implementation means lowering ideas, decisions, and policies into concrete actions that impact society.

In public services, policy implementation requires conformity between regulations and implementation practices. Implementation failures are often caused by low commitment of the apparatus, weak coordination between institutions, and lack of human resource ability to understand policies. Therefore, effective implementation must be accompanied by good supervision, evaluation, and communication between policymakers and implementers in the field.

Good Governance in Public Service

The concept of *good governance* emerged as a response to the crisis of public trust in the government bureaucracy. According to UNDP, good governance is a synergistic relationship between the state, the private sector, and society based on the principles of participation, rule of law, transparency, responsiveness, equality, effectiveness, efficiency, and accountability. Good governance means that the process of state management is carried out in an open, participatory, and oriented manner towards quality public services.

Sinambela (2006) explained that good governance aims to create a clean, professional, and community-oriented government. The government is not only a public administration organizer, but also a facilitator who guarantees the basic rights of the community. In the context of public services, the application of the principles of good governance includes simplifying bureaucracy, increasing the capacity of apparatus, and providing fast, precise, and accountable services.

In Indonesia, the spirit of good governance is strengthened by the presence of various regulations such as Law Number 23 of 2014 concerning Regional Government, Law Number 25 of 2009 concerning Public Services, and Law Number 14 of 2008 concerning Public Information Disclosure. This regulation encourages every government agency to ensure openness, responsibility, and public participation in the implementation of public services.

Principle of Responsiveness

One of the main principles in *good governance* is responsiveness. Responsiveness refers to the ability of public organizations to recognize, respond, and meet the needs of the community quickly and precisely. Dwiyanto (2008) defines responsiveness as the ability of the bureaucracy to formulate an agenda, determine service priorities, and develop programs that are in accordance with the aspirations of the community.

According to Zeithaml in Hardiyansyah (2011), there are several indicators that can be used to measure the level of responsiveness of the apparatus, namely:

1. The ability to respond to the community, namely the extent to which the apparatus understands and responds to the needs of residents with good and easy-to-understand communication.
2. The speed of service, namely the timeliness in providing services according to procedures.
3. Service meticulousness, namely the accuracy of the apparatus so that mistakes do not occur that are detrimental to the community.
4. Timeliness of service, namely the completion of services within a predetermined time limit.
5. The ability to respond to complaints, namely the government's willingness to receive, follow up, and resolve public complaints effectively.

Responsiveness is closely related to public trust in the government. People tend to judge the quality of government by how quickly and appropriately the government responds to their needs. Therefore, building a responsive work culture is an important part of bureaucratic reform to increase the legitimacy and credibility of the government.

Public Services as the Implementation of *Good Governance*

Public services are a direct manifestation of the interaction between the government and the community. According to Sinambela (2008), public services are a series of activities carried out by state apparatus in order to meet the needs of the community in accordance with the provisions of laws and regulations. Moenir (2008) added that public services must provide convenience, fair treatment, and transparency in every process.

In practice, public services include various forms, ranging from administrative services such as making ID cards, moving letters, and building permits, to social services such as health and education. The quality of public services is determined by the extent to which the apparatus is able to provide efficient, friendly, and satisfactory services. Responsive service not only increases public satisfaction, but also strengthens the government's positive image as a professional public servant.

Saketi District as a government unit at the local level has a strategic role in realizing the principles of *good governance* through responsive public services. The sub-district apparatus must understand the needs of the local community, respond quickly to complaints, and maintain effective communication. Improving the competence of the apparatus through training, digitization of services, and internal supervision is an important step to strengthen a responsive culture in the local bureaucracy.

Linkages Between Concepts

Implementation, *good governance*, and responsiveness are closely related. Implementation is a process of implementing policies that reflect the effectiveness of good governance, while responsiveness is an indicator of success in public services. The higher the level of responsiveness of an agency, the better the application of *good governance* principles in it.

This study places responsiveness as the main focus in measuring the success of the implementation of good governance in the Saketi District Office, Pandeglang Regency. Through the study of the above theories and concepts, it is hoped that it can provide a strong scientific basis to analyze the extent to which the principles of good governance can be realized in public services at the sub-district level.

III. Research Methods

Approaches and Types of Research

This research uses a descriptive qualitative approach, which is an approach that aims to understand social phenomena in depth based on natural conditions. According to Sugiyono (2021), qualitative research is based on the philosophy of postpositivism, used to research objects in natural conditions, with researchers as key instruments. Data is collected through observation, interviews, and documentation, then analyzed inductively, to find deeper meanings than just generalizations of numbers.

This approach was chosen because the problems studied were contextual, namely related to the implementation of the principles of *good governance*, especially responsiveness in public services at the Saketi District Office, Pandeglang Regency. Qualitative research allows researchers to obtain a complete picture of the behavior of apparatus, service mechanisms, and public perception of the quality of public services.

The descriptive method is used to describe and explain the actual conditions that occur in the field without manipulating the variables being studied. Thus, the results of this study are expected to provide a realistic understanding of how the principle of responsiveness is applied in public service practices at the sub-district level.

Research Location and Time

The research was conducted at the Sageti District Office, Pandeglang Regency, Banten Province. The selection of this location is based on the consideration that Saketi District is one of the government units that has a high intensity in providing direct services to the community, especially in the field of population administration and licensing. In addition, this location is relevant to the focus of the research because problems are still found related to the level of responsiveness of the apparatus in providing services.

The research was carried out for six months, starting from February to August 2022. The time span includes the initial observation stage, field data collection, in-depth interviews, and analysis of research results.

Data Sources and Research Informants

The data sources in this study are divided into two, namely primary data and secondary data.

- Primary data was obtained directly through the results of observations and interviews with informants who were considered to know in depth about the object of the research.
- Secondary data comes from documents, archives, activity reports, and regulations relevant to the implementation of public services in Sageti District.

The informant selection technique uses *the key person sampling* method, which is the determination of key informants who have direct knowledge and experience of the research topic. The interviewed informants include:

1. Hasan Bisri, S.E., M.M., Saketi District Sub-district Head
2. Rasik, S.E., M.M., Head of the Public Service Subdivision
3. Enung Nurhayati, Kasi Trantib
4. Kasni, Penghulu and community leaders
5. Ustad Ahmad, community leader
6. Eri Subandi and Agus Gustiana, residents of Saketi District

The total number of informants in this study is seven people. Their selection was carried out purposively based on their involvement and knowledge of the public service process in the sub-district.

Data Collection Techniques

To obtain complete and accurate data, researchers use three main data collection techniques, namely:

1. Observation: Observation was carried out by directly observing the service process at the Sageti District Office, especially related to the attitude, behavior, and ability of the apparatus in responding to the community. Observations were focused on the interaction between officers and residents, service times, and forms of communication that occurred during the service process.
2. In-Depth Interviews: Interviews are conducted in-person with informants using semi-structured interview guidelines. The goal is to explore the perceptions, experiences, and views of informants regarding the application of the principle of responsiveness in public services. This interview also helps researchers understand the supporting and inhibiting factors of responsiveness in the sub-district work environment.
3. Documentation: Documentation techniques are used to collect secondary data such as the organizational structure of the sub-district, types of services, service procedures, and internal policies that support the implementation of good governance principles. The document is a complement to the data triangulation process.

Data Analysis Techniques

The data analysis in this study was carried out in a qualitative inductive manner. According to Miles and Huberman (1994), the qualitative analysis process consists of three main stages:

- Data Reduction, which is the process of selecting, focusing, and simplifying raw data obtained from the field to be relevant to the research objectives.
- Data Presentation is carried out in the form of a descriptive narrative to facilitate understanding of patterns, relationships, and themes that emerge from the research results.
- Conclusion Drawing and Verification, which is the process of interpreting the meaning of data to answer research questions conceptually and empirically.

This analysis is carried out continuously from the initial stage of data collection until all information is considered *saturated (data saturation)*.

Data Validity Test

To ensure the validity of the research results, the triangulation technique of sources and methods is used. Source triangulation is carried out by comparing data from various informants to see the consistency of information, while the triangulation method is carried out by combining the results of observation, interviews, and documentation. In addition, the researcher conducts member checks or confirms the findings to informants to ensure the correctness of the data obtained.

Research Limitations

This research only focuses on one principle of *good governance*, namely responsiveness, due to the limited time and scope of the research. Other principles such as accountability, transparency, and participation are not discussed in depth. However, this research is expected to be the basis for a more comprehensive follow-up study on the implementation of *good governance* at the local government level.

IV. Results and Discussion

Overview of Research Locations

Saketi District is one of 35 sub-districts in Pandeglang Regency, Banten Province, with an area of 56,506 hectares consisting of 14 villages. The region has diverse socioeconomic characteristics with the majority of the population working in the agricultural sector. As a leading government institution at the sub-district level, the Saketi District Office has the responsibility to provide various public services such as the issuance of KTP, KK, SKTM, transfer letters, and other administrations.

In carrying out public service functions, the Saketi District Office strives to apply the principles of good governance, especially in the aspect of responsiveness. The application of this principle is intended so that public services can be carried out quickly, precisely, and in accordance with the needs of the community. However, based on the results of observations and interviews, a number of obstacles were still found in the implementation of services, especially related to work discipline, speed of service, and the effectiveness of communication between apparatus and the community.

Implementation of Responsiveness in Public Service

The results of the study show that in general, the application of the principle of responsiveness in the Saketi District Office has been running quite well. The sub-district apparatus strives to provide fast and friendly services to the community, although there are still some structural and cultural obstacles that affect the quality of services.

Based on an interview with the Saseti Sub-district Head, Hasan Bisri, S.E., M.M., it was explained that all employees are directed to provide prompt and timely service so that the community does not wait too long. This is in line with Zeithaml's view in Hardiyansyah (2011), that responsiveness includes the ability to help customers and provide services quickly and appropriately. However, the results of the researcher's observations show that not all officers are able to maintain consistency in service time due to limited human resources and uneven division of duties.

In the case of the service of making an Identity Card (KTP), for example, the completion time is still relatively long because it has to go through a coordination process with the Population and Civil Registration Office of Pandeglang Regency. On the other hand, in the service of a resident transfer certificate, the process is faster and can be completed within two days. This shows that there is a variation in the level of responsiveness between types of services, which is greatly influenced by the bureaucratic system and the level of coordination between agencies.

Analysis Based on Responsiveness Indicators

a. Ability to Respond to the Community

Saketi District employees generally show a friendly and communicative attitude to the community. Based on observations, officers always greet residents politely and explain service procedures in easy-to-understand language. This reflects the awareness of employees on the importance of humanistic service. However, there

are still public complaints related to the lack of consistency in providing information between officers, which can cause confusion and negative perceptions of services.

b. Speed and Accuracy of Service

Speed is the main indicator in assessing responsiveness performance. Based on interviews, most people consider that services in Saketi District are quite fast, especially in simple administrative services. However, for services that require a coordination process with agencies at the district level, such as electronic ID cards and business licenses, the turnaround time becomes longer. The accuracy of service is also a concern, because some residents complain of minor administrative errors due to the lack of thoroughness of employees.

c. Precision and Punctuality

Careful service requires the apparatus to be thorough in verifying data and public documents. Saketi District employees are considered to have tried to avoid mistakes in the administrative process, but the high workload often results in delays in file completion. The timeliness of services needs to be continuously improved so that the community can get certainty of completion time according to the minimum service standard (SPM).

d. Ability to Respond to Complaints

In terms of responding to complaints, the sub-district has provided a means of complaint through a suggestion box and a direct reporting mechanism to service officers. However, its effectiveness is still limited because not all complaints are followed up systematically. The public hopes that the complaints submitted can be responded to faster, for example with a digital reporting system or more interactive online communication media.

Supporting and Inhibiting Factors

Some of the supporting factors for the implementation of responsiveness at the Saketi District Office include:

- High leadership commitment in encouraging the improvement of the quality of public services.
- A work culture that has begun to take shape, where employees understand the importance of providing fast and friendly service.
- Community support, which actively participates and provides feedback on the service.

Meanwhile, the inhibiting factors include:

- Limited human resources, both in terms of the number and competence of the apparatus.
- The lack of use of information technology, which causes the service process to be manual and time-consuming.
- Inter-agency coordination is not optimal, especially in services that require the involvement of other agencies at the district level.

Discussion

The findings of this study are in line with the theory of Dwiyanto (2008) which states that responsiveness is the main indicator in assessing the performance of public bureaucracy. The application of this principle in Saketi District shows that the apparatus has tried to adapt to the demands of the community, but there is still a need for improvement in terms of efficiency and service innovation.

From the perspective of *good governance*, responsiveness in Saketi District reflects a commitment to the principles of accountability and excellent service, although it is not entirely ideal. Improvements can be made through improving the competence of the apparatus, implementing a digital-based service system, and strengthening the evaluation and complaint mechanism of the community.

By optimizing the responsiveness aspect, the Saketi District Office is expected to be an example of the implementation of good governance at the local level, which is oriented to the needs of the community and based on transparency, participation, and public responsibility.

IV. Conclusions and Suggestions

Conclusion

Based on the results of research and discussion on the implementation of *the principle of good governance* with a focus on the aspect of responsiveness in improving public services at the Saketi District Office,

Pandeglang Regency, it can be concluded that in general the implementation of the principle has gone quite well, although it is not fully optimal.

Public services in Saketi District show progress in terms of a friendlier attitude of the apparatus, open communication, and efforts to accelerate services to the community. District employees have tried to respond to the needs of residents quickly and politely, especially in basic administrative services such as making certificates and managing population moves. This reflects the awareness of the apparatus on the importance of responsiveness as part of excellent service.

However, the study also found several obstacles that hinder the improvement of service quality, including the limited number and competence of human resources, low utilization of information technology, and ineffective coordination between sub-districts and district agencies. As a result, some types of services, such as the creation of electronic ID cards, still take longer than the standards expected by the public.

Overall, the principle of responsiveness at the Saketi District Office has been implemented quite well, especially in terms of the ability to respond to the community and the speed of service. However, other indicators such as punctuality, meticulousness, and complaint handling still need to be improved so that public services can run professionally, transparently, and efficiently according to the principles of good governance.

Suggestions

Based on the above conclusion, there are several suggestions that can be used as recommendations for improving the performance of public services at the Saketi District Office, namely:

1. Increasing the capacity of the apparatus. Periodic training is needed on public service ethics, effective communication, and the use of information technology so that the apparatus is able to provide fast, precise, and accurate services.
2. Utilization of digital technology. The sub-district government needs to develop an online-based service system to speed up the administrative process and make it easier for people to access services without having to come in person.
3. Strengthening coordination between agencies. Better cooperation between sub-districts and related agencies, especially the Population and Civil Registration Office, is important to accelerate services involving cross-agencies.
4. Optimization of the public complaint mechanism. Suggestion boxes and complaint channels should be updated to be more responsive and transparent reporting systems, so that every complaint can be acted upon quickly and measurably.

By implementing these steps, it is hoped that the Saketi District Office will be able to realize public services that are more responsive, accountable, and in accordance with the principles of good governance, as well as becoming an example of good governance practices at the regional level.

Bibliography

- Dwiyanto, A. (2008). *Realizing Good Governance Through Public Services*. Yogyakarta: Gadjah Mada University Press.
- Dunn, W. N. (2003). *Introduction to Public Policy Analysis* (Second Edition). Yogyakarta: Gadjah Mada University Press.
- Hardiyansyah. (2011). *Public Service Quality: Concepts, Dimensions, Indicators and Their Implementation*. Yogyakarta: Gava Media.
- Moenir, H. A. S. (2008). *Public Service Management in Indonesia*. Jakarta: Bumi Aksara.
- Sinambela, L. P. (2006). *Public Service Reform: Theory, Policy, and Implementation*. Jakarta: Bumi Aksara.
- Sinambela, L. P. (2008). *Governance Ethics: Theories and Cases*. Jakarta: Bumi Aksara.
- Sugiyono. (2021). *Qualitative, Quantitative, and R&D Research Methods*. Bandung: Alfabeta.
- Miles, M. B., & Huberman, A. M. (1994). *Qualitative Data Analysis: An Expanded Sourcebook* (2nd ed.). Thousand Oaks, CA: Sage Publications.
- United Nations Development Programme (UNDP). (1997). *Governance for Sustainable Human Development*. New York: UNDP.

Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services.

Law of the Republic of Indonesia Number 23 of 2014 concerning Regional Government.

Law of the Republic of Indonesia Number 14 of 2008 concerning Public Information Disclosure.

Zeithaml, V. A., Parasuraman, A., & Berry, L. L. (1990). *Delivering Quality Service: Balancing Customer Perceptions and Expectations*. New York: The Free Press.