

Good Governance Principles in The Implementation of Public Service Innovation Policies In Kubu Raya Regency

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Abstract

The Kubu Raya Public Service Mall has implemented good governance principles in implementing public service innovation policies. This effort aims to provide maximum service to the community by facilitating the people of Kubu Raya Regency in handling administrative matters from various government agencies. The research conducted is descriptive and uses qualitative analysis techniques to describe the process of applying good governance principles in the implementation of public service innovation policies in Kubu Raya Regency. This includes cognitive capabilities that must be possessed by public organizations in dynamic governance, such as thinking ahead, thinking again, and thinking across. The results of the research indicate that the services provided at the Kubu Raya Public Service Mall are based on people's real needs, rather than just administrative decisions. The establishment of the Kubu Raya Public Service Mall is a complex process that requires collaboration, commitment, continuous evaluation, and adaptation to existing challenges. However, the process of applying good governance principles in the implementation of public service innovation policies still faces some challenges. These challenges include limited delivery of information related to the Kubu Raya Public Service Mall, which has led to a lack of awareness and understanding of the purpose of the Public Service Mall among many people. Additionally, the provision of limited counters has caused some services to be available only on certain days, and some agencies have had to use other facilities as service counters.

Keywords:

public policy; public service innovation; good governance;
public service mall; Kubu Raya regency

Introduction

Quality public services are based on accountability and responsibility of service providers through service officers by prioritizing effectiveness in achieving goals and objectives, simple in procedures and easy, fast, precise, straightforward, understandable and implementable by the public (service users), clarity and certainty (transparency) regarding requirements, both technical and administrative requirements, work units and officials authorized and responsible for providing services, details of service fees/tariffs and payment procedures, and schedule of service completion time.

This is according to the Decree of the Minister of Administrative Reform number 63/KEP/M.PAN/7/2003 which explains that public services are services carried out by public service

providers as an effort to fulfill the needs of service recipients as well as the implementation of statutory provisions, in other words public services are excellent service provision to the community which is a manifestation of a government apparatus' obligation as a servant of the community so that the government through public service provider agencies is responsible for providing excellent service to the community.

One of the ways to develop good governance is by improving the quality of services in local government. Based on Government Regulation Number 38 of 2017, each government agency can renew every local government administration so that it can support the achievement of the good governance process which aims to improve the performance of local government administration and is directed to accelerate public welfare. The concept of good governance arises because of dissatisfaction with the performance of the government that has been trusted as a public affairs organizer. Implementing good governance practices can be done gradually according to the capacity of the government and society. One of the strategic options for implementing good governance is implementing public services.

In the Regulation of the Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Number 92 of 2021 concerning Technical Guidelines for the Implementation of Public Service Malls explains that the Public Service Mall is an integration of Public Services provided by ministries, institutions, provincial and regency/city local governments, state-owned enterprises, regionally-owned enterprises, and the private sector in an integrated manner in 1 (one) place as an effort to increase speed, convenience, reach, comfort, and security of services. The regulation explains that the district/city government coordinates service implementation and provides Service Outlet facilities at MPP through the One-Stop Investment and Integrated Service Office (DPMPTSP).

Furthermore, the Kubu Raya Regent Regulation Number 11 of 2021 concerning the Public Service Mall explains that the purpose of establishing this Public Service Mall is to provide convenience, speed, affordability, security, and comfort to the public in obtaining services so that public services will be faster, more affordable and more easily.

Kubu Raya is one of the regencies in West Kalimantan that has implemented public service innovation to address various problems in public services. Public attitudes as service users are difficult to predict and vary greatly. Public service innovation aims to change the attitudes and paradigms of the community. However, good governance application principles have not been fully effective in improving public services in Kubu Raya Regency. The application of good governance principles is not progressing well in the Kubu Raya Regency Public Service Mall.

A major problem encountered is inadequate facilities and infrastructure, especially the limited number of service counters. Currently, there are only 14 service counters for 20 agencies registered in the Kubu Raya Public Service Mall. Agencies such as BPOM, Kubu Raya Police, Kubu Raya Regency Court, and Immigration do not have their service counters, resulting in a shortage of counters. As a result, some services are only available on certain days, and one agency may have to use another facility as a service counter. DPMPTSP arranges a service schedule for agencies that take turns using the service counter outlets.

Table 1.**List of Agencies in Kubu Raya Public Service Mall**

No.	Agencies
1.	Population and Civil Registration Office of Kubu Raya Regency
2.	Kubu Raya Tax Office / KPP Pratama Kubu Raya
3.	Kubu Raya National Land Agency
4.	PT Taspen (Persero) Pontianak Branch
5.	Food and Drug Supervisory Agency
6.	Immigration Offices
7.	Perumda Air Minum Tirta Raya
8.	Employment BPJS
9.	Social Security Administration for Health (BPJS Kesehatan)
10.	West Kalimantan Provincial Revenue Agency (UPT PPD Kubu Raya) Raya/Samsat)
11.	Kubu Raya Regency Revenue Agency
12.	Transmigration and Labor Office of Kubu Raya Regency
13.	Investment and One-Stop Integrated Service Office of Kubu Raya Regency
14.	Kubu Raya Health Service
15.	Kubu Raya Police
16.	Bank KALBAR
17.	Kubu Raya Regency Courts
18.	Kubu Raya Library and Archives Service
19.	National Narcotics Agency of Kubu Raya Regency
20.	Pawnbrokers (Pegadaian)

Source: One-Stop Investment and Integrated Service Office of Kubu Raya Regency (2024)

Apart from organization, interpretation or understanding of policy implementers and policy recipients also determines the success or failure of a policy created. Another problem phenomenon in the Kubu Raya Public Service Mall is the delivery of information related to the Kubu Raya Public Service Mall which is still limited so a lot of people difficulty knowing and understanding the purpose of the Public Service Mall.

Obviously, adding or reducing these services also requires updating information about the service schedule, but it seems that there has been no update until now. The submission of

slow information can certainly interfere with the comfort of the people who will visit the Public Service Mall because the information is not correct.

Literature Review

Policy implementation always plays a role in linking the correlation between policy objectives and their realization as a result of governance. This follows the views of Van Meter and Horn (Grindle, 1980: 6) that the main urgency in implementation is to build a network that allows public policy objectives to be realized through the activities of government agencies that involve the contributions of various interested parties (policy stakeholders).

Public Service Innovation

According to Moenir (2015), public service is an activity carried out by a person or group of people based on certain systems, procedures, and methods to fulfill the interests of others according to their rights. Essentially, public service is the provision of excellent service to the community, which manifests the obligations of government officials as servants of the community.

Public service is any form of service or facility provided by the government or public institutions to meet the needs and concerns of the public. It covers a wide range of services, from education, health, and transportation, to security and public administration. Public services aim to improve people's welfare, facilitate economic and social activities, and promote justice and sustainability.

Operationally, public services provided to the community can be divided into two major groups. First, public services are provided without regard to individuals, but to the needs of society in general, which include the provision of transportation facilities and infrastructure, health centers, the construction of educational institutions, security maintenance, and so on. Second, services are provided to individuals, such as population cards and other letters (Sumaryadi, 2010).

Good Governance

Good governance principles in the implementation of public service innovation policies aim to ensure that decision-making and policy implementation are carried out effectively, efficiently, transparently, and accountably. According to Neo and Chen (2007), dynamism (changing conditions) is a continuous learning condition until a theory can be appropriately and effectively applied. Dynamic in this context refers to the government's ability to effectively deal with situations and conditions to strengthen the development of the nation. Neo and Chen view

the concept of Dynamic Governance as something that needs to be considered in analyzing the government's ability to deal with development issues which are described as follows:

- a. Think Ahead; Government agencies need to have the capability to predict future possibilities and make decisions to deal with future conditions. This is crucial for achieving goals, as policies will be ineffective if they are formulated without considering future changes. Therefore, it is essential to make long-term and sustainable decisions.
- b. Think Again; Rethinking policies and programs that will be adopted. The process assesses both the relevance and integration between the national agenda and the long-term needs of society. If needed, policies and programs can be revised to be as effective as possible, so in this case, the ability to evaluate and identify existing policies to get the best quality is needed. With the ability to evaluate, the government can see how to improve its performance in achieving goals and formulating strategies in line with changing conditions.
- c. Think Across; Thinking from across borders in search of inspiration and interesting practices that can be adopted into policies. In this process, it is necessary to analyze characters and cultures that have at least some compatibility with one's own country. At this stage, higher learning ability is needed to get new ideas as innovations in making policies, so an exchange of knowledge related to programs from other parties is needed. The transfer of knowledge should be able to determine how an emerging innovation can be applied from a different perspective.

Effective public policy implementation is often closely related to the application of good governance principles. The relationship between public policy implementation and management based on good governance principles in government can increase the likelihood of success in policy implementation and increase public trust in government institutions. As a difference, this research discusses more about the application of good governance principles in implementing public service innovation policies. In this study, researchers used the principles of dynamic governance by Neo and Chan, which in this principle consists of 3 elements of application in analyzing the government's ability to apply good governance to public service innovation.

Methods

According to Sukardi (in Trianto, 2010: 168), applied research is conducted to find solutions to certain problems. It is consistent with the idea of Gay and Diehl (in Ulber Silalahi, 2012: 23) that applied research is pursued by applying theory to solve problems. The main purpose of applied research is to solve problems so that the research results can be individualized

and used for industrial or political purposes and not for scientific purposes alone. Two points that will be obtained when using applied research are that it can be useful in solving current problems and solving practical problems or finding answers to several problems related to behavior, policies, or decisions. Starting from this understanding, in this qualitative research the researcher will be active directly as a researcher by fulfilling data sources through observation, interviews, and documentation related to issues related to the Application of Good Governance Principles in the Implementation of Public Service Innovation Policies in Kubu Raya Regency.

In qualitative research, Sugiyono (2018; 28) emphasizes the importance of researchers determining coherent and purposeful steps to interpret data sources and information thoroughly. Researchers determine several steps to obtain the necessary data through research stages such as making and conducting preliminary research and field research.

This research focuses on using qualitative analysis techniques to describe, interpret, and contextualize systematically, coherently, and holistically collected data. This is also supported through the use of an interactive analysis model, with the intention that the data presented is processed more meaningfully and can be understood comprehensively. Data validity techniques in this research were ensured through data triangulation. Data triangulation plays a role in tracing the inequality of data obtained between informants either due to views, correlations, or other influences. Thus, it is necessary to unify the differences in data to get the right and accurate conclusion, by comparing findings against various data sources, methods, or theories. The triangulation carried out in this study is a triangulation of sources and techniques.

Results and Discussion

Implementation of Kubu Raya Public Service Mall

Public services are mandated by the government in Government Regulation Number 38 of 2017, each government agency can implement reforms in every local government administration to support the achievement of the good governance process which aims to improve the performance of local government administration and accelerate the realization of public welfare.

Furthermore, Minister of Administrative Reform and Bureaucratic Reform of the Republic of Indonesia Regulation Number 92 of 2021 concerning Technical Guidelines for the Implementation of Public Service Malls explains that the Public Service Mall is an integration of Public Services provided by ministries, institutions, provincial and district/city local governments, state-owned enterprises, regionally-owned enterprises, and the private sector in

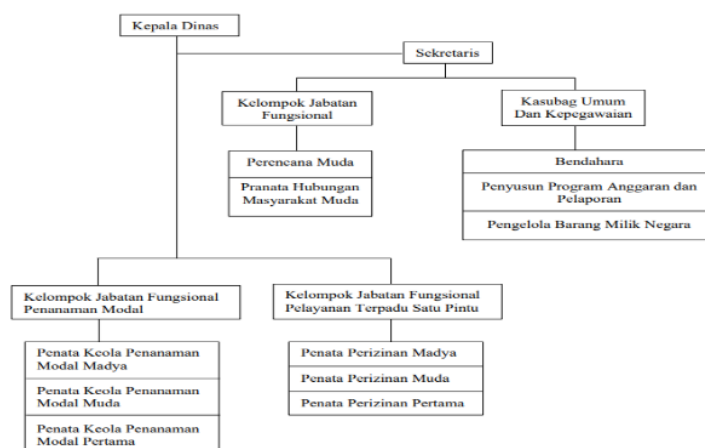
an integrated manner in 1 (one) place as an effort to increase speed, convenience, reach, comfort, and security of services.

Responding to the above regulations, the Regent of Kubu Raya Regency issued Kubu Raya Regent Regulation Number 11 of 2021 concerning Public Service Malls which explains that the purpose of establishing this Public Service Mall is to provide convenience, speed, affordability, security, and comfort to the public in obtaining services so that public services become faster, more affordable and easier. Then the regulation explains that the district/city government coordinates the implementation of services and the provision of Service Outlet facilities at the MPP through the One-Stop Investment and Integrated Services Office (DPMPTSP).

Organization structure of the Investment and One-Stop Integrated Service Office of Kubu Raya Regency based on Kubu Raya Regent Regulation Number 97 of 2019 concerning Position, Organizational Structure, Duties, Functions and Governance of the Investment and One-Stop Integrated Service Office of Kubu Raya Regency, as shown below:

Picture 1.

**Organizational Structure of the Investment and
One-Stop Integrated Service Office Kubu Raya Regency**



Source: Investment and One-Stop Integrated Service Office of Kubu Raya Regency 2024

Implementation of Good Governance Principles in the Implementation of Public Service Innovation Policies in Kubu Raya Regency

Dynamic governance emphasizes the government to be able to pay attention to external factors in the policy environment. Adaptive policies are not just a passive reaction to external pressures but a proactive approach to innovation, contextualization, and implementation (Andhika, 2017). Neo and Chen mentioned three cognitive capabilities that must be owned by

public organizations in dynamic governance, namely thinking ahead, thinking again, and thinking across.

1) Thinking Ahead

Public services at the Kubu Raya Regency Public Service Mall that can be felt directly by the community are facilitating related agencies in occupying the outlets provided. Meanwhile, in terms of direct services, the community feels more from the service outlets at the outlets of each agency in the Kubu Raya Regency Public Service Mall. The establishment of the Public Service Mall is the government's response to the development of future trends that have an impact on a policy. By establishing this Public Service Mall, the community is more assisted in taking care of their various needs in one place so that it is more effective and efficient.

In socializing new policies and programs according to the public's needs in Kubu Raya Regency, the Kubu Raya Public Service Mall uses social media and website pages to convey information so that it is more easily accessible to the public. In addition, not only socialization but also certain services are carried out by going directly to villages in Kubu Raya Regency.

Public Service Mall Kubu Raya's presence in providing various services in one place is considered a great facility, however, the lack of socialization has left many people unaware of the full extent of what the Public Service Mall offers. This shows the importance of more effective socialization to increase public awareness of the public services available. The limitations in getting official socialization about Kubu Raya Public Service Mall show that there are challenges in disseminating information evenly and structured to the community. Hence the importance of the local government's role in improving communication and education efforts about available public services. By increasing socialization efforts, the local government can help the community make more optimal use of this facility and increase satisfaction and efficiency in public services.

2) Thinking Again

Not only is the policy fulfilling the expectations of many parties, there needs to be feedback from the community which will be followed up in improving services at the Kubu Raya Regency Public Service Mall. A policy implementation by the reference of the PAN-RB Ministerial Regulation shows that the Kubu Raya Public Service Mall has followed national guidelines to integrate public services in one place, which aims to facilitate access for the community. Although there have been improvements, services that have not been optimized in the view of the community indicate that there are areas that still need improvement. This could involve improving facilities, training officers, or improving technology and information systems.

The Investment and One-Stop Integrated Service Office (DPMPTSP) of Kubu Raya Regency has made quite good efforts to implement the contents and objectives of the policy by

providing centralized and integrated services to facilitate public access to various public services available in one place and can carry out the program by the existing implementing instructions based on the capabilities and responsibilities of the policy implementers, but there are small forgotten parts that show that the Public Service Mall policy is not fully understood by the community. This confirms the importance of continuing to improve information and socialization about the Public Service Mall so that more people can make optimal use of its potential.

3) Thinking Across

Kubu Raya Public Service Mall's strategy in examining new ideas or practices implemented by other parties in dealing with environmental changes in terms of services is to conduct comparative studies to Public Service Malls in other areas.

According to the comparative study conducted by the Kubu Raya Public Service Mall, previously only from the Kubu Raya Public Service Mall only provided buildings, chairs, tables, electricity, water, and so on, currently although still only at immigration outlets due to limited funds, Kubu Raya Public Service Mall has implemented the results of comparative studies in dealing with environmental changes in terms of services.

Moreover, DPMPTSP Kubu Raya has provided facilities that support the running of services at the Kubu Raya Public Service Mall based on established standards, but there are still shortcomings, such as limited service counter outlets, queue numbers, and wifi facilities so they can disrupt the service process and the implementation of the Kubu Raya Public Service Mall is less than optimal.

The state administration agency in Sedarmayanti (2004) concluded that the form of good governance is the implementation of a solid and responsible state government, as well as efficient and effective, by maintaining the "synergy" of construction interactions between the domains of the state, private sector and society. Indonesia is one of the countries in the world that is struggling and yearning for the creation of good governance. However, current circumstances have not shown that this is still very far from expectations.

So the principles of good governance should be upheld or applied in various government institutions. There are several indicators as a basis for seeing how the implementation of the principles of good governance in the Kubu Raya Regency Public Service Mall is related to the Application of Good Governance Principles in the Implementation of Public Service Innovation Policies, namely:

1. Accountability

The Investment and One-Stop Integrated Service Office of Kubu Raya Regency is dedicated to fulfilling its responsibilities as the manager of the Public Service Mall. Identifying

community needs by DPMPTSP Kubu Raya demonstrates a responsive and participatory approach to determining the services to be provided. This approach ensures that the services offered at the Kubu Raya Public Service Mall are tailored to the real needs of the community and not just administrative decisions. Establishing Kubu Raya Public Service Mall is a complex process that requires collaboration, commitment, continuous evaluation, and adaptation to challenges. As a result, a more responsive and integrated public service is expected to improve the quality of service to the community.

2. Transparency

To manage the joint role of socialization partners, the cooperation formed by the Kubu Raya Public Service Mall is realized through agreements such as MoUs in the form of Cooperation Agreements (PKS) with various partner agencies, and coordination and requests for cooperation are carried out by officers in charge as application operators. This means that to carry out cooperation with partners, Kubu Raya Public Service Mall uses officers in charge of application operators, indicating that there are personnel specifically appointed to coordinate and manage the implementation of cooperation. Kubu Raya Public Service Mall has taken important steps to expand the reach and accessibility of its services. Instead of relying on officers operating in the Kubu Raya Public Service Mall, this expansion effort also involves human resources from various partner agencies involved in the public service ecosystem.

Regarding the structure and responsibilities of DPMPTSP in managing the Public Service Mall in Kubu Raya, regulations governing the Public Service Mall do not establish the Public Service Mall as an UPT, but as an object led by DPMPTSP. This confirms that the Public Service Mall is under the coordination and direct responsibility of DPMPTSP as the primary person in charge. Although the Public Service Mall is an independent service unit (UPT), the organizational structure includes key roles such as Manager, MOD (Manager on Duty), and Front Office, which DPMPTSP Kubu Raya decides to carry out additional duties. This demonstrates a commitment to having dedicated staff responsible for operations and services at the Public Service Mall to ensure effective management and service delivery.

3. Rule of Law

Kubu Raya Regency's Public Service Mall policy implementation process has been carried out based on the policy guidelines set by the central government, such as Minister of Administrative Reform and Bureaucratic Reform Regulation of the Republic of Indonesia Number 23 of 2017 concerning the Implementation of Public Service Malls and Kubu Raya Regent Regulation Number 11 of 2021 concerning Public Service Malls. This represents a commitment to follow officially established guidelines for implementing the Public Service Mall.

DPMPTSP takes an approach to implementing the Public Service Mall policy by referring to the applicable rules and using the rules as general guidelines. Rules provide an important basic framework for the operation of the Public Service Mall but may need to be expanded or further detailed to cover all operational aspects and situations that may arise. There are no specific SOPs for the Public Service Mall and the devolution of service SOPs to individual agencies may pose challenges in terms of consistency and quality of service. Therefore, further efforts are needed in coordination and possibly the development of specific SOPs for the Public Service Mall to ensure that all services provided meet the expected standards and provide a consistent experience for the public.

4. Effectivity and Efficiency

The Kubu Raya Public Service Mall is designed to assist the community with various needs in one convenient location. It brings together different government agencies, making service provision more efficient. By centralizing these services, it not only makes it easier for people to access them, but also streamlines the construction and maintenance of service facilities. This approach eliminates the need for separate budgets for service facilities at each agency. Instead, by creating a public service mall, various agencies can come together to provide the services needed by the community. This efficiency reduces waiting times and costs for both the community and the government. Regular evaluations can help identify and address issues early, and involving all agencies in these evaluations emphasizes the importance of collaboration and active participation in improving service quality. Communication patterns are based on established coordination channels, ensuring effective communication among agencies.

Conclusion

Implementation of Good Governance Principles in the Implementation of Public Service Innovation Policies at the Kubu Raya Regency Public Service Mall based on Dynamic governance theory (Neo and Chen, 2007) in Kubu Raya Regency, reveals several conclusions:

1. Having a Kubu Raya Public Service Mall that provides various services in one place is considered a good facility, but inadequate socialization means that many people are not fully aware of what the Public Service Mall offers.
2. Suboptimal services indicate the need for improvements in facilities, officer training, and technology and information systems.
3. Service counter outlets, queue numbers, and wifi facilities are limited, which can disrupt the service process and make the operation of the Kubu Raya Public Service Mall less optimal.

4. The community is supportive and assists with filing and other public services. However, due to lack of socialization, most people are still unaware of the Kubu Raya Public Service Mall.

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