

Analysis of the Implementation of Good Governance in the Implementation of Public Services (Case Study: Governance and Library of the Organization Bureau of the Regional Secretariat of Bali Province)

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ARTICLE INFO

Keywords: Good Governance, Public Services, Accountability, Transparency, Participation

Received : 15 April 2025

Revised : 03 May 2025

Accepted: 07 June 2025

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ABSTRACT

Good governance is a governance concept that emphasizes participation, transparency, accountability, and the rule of law as the main foundation in the implementation of public services that has an impact on increasing public trust in the government. This study aims to analyze the application of good governance principles in the implementation of public services in the Field of Administration and Library of the Organization Bureau of the Bali Provincial Regional Secretariat. This study uses a qualitative method with a descriptive approach, and utilizes primary data through interviews and observations, as well as secondary data from related literature. The results of the study show that the principles of good governance have been implemented through reporting on service quality (accountability), publication of service procedures and socialization (transparency), implementation of Public Consultation Forum and complaint mechanism (participation), as well as compliance with applicable Service Standards and regulations (rule of law). Although in general the implementation of public services has been running well, there are still challenges such as limited human resources that have an impact on the effectiveness of services. This research makes an important contribution in understanding the role of non-technical bureaus as a liaison between local governments and the Ministry of PANRB, as well as a reference for strengthening good governance practices in public services within the Bali Provincial government.

INTRODUCTION

Good governance is a concept that continues to be pursued in various parts of the world, especially in terms of development and management of public resources. The term *Good governance* is a concept of government that first appeared in Indonesia after the reform era (Nurhidayat, 2023). *Good governance* is a procedure for making decisions on how to implement these decisions with the aim of the common good (Susanto and Setiawan, 2024). *Good Governance* emphasizes the importance of a clean, effective, and public need-oriented government as an effort to create a democratic and equitable administrative system. According to Sedarmayanti (2013, in Istiqomah et al., 2022) this concept includes a number of principles that are focused on in its application, namely, participation, transparency, the rule of law, and accountability. Through the application of these principles, the government is expected to carry out its functions and responsibilities responsibly and openly, thereby increasing public trust in government institutions. Public trust is often attributed to the impact that is inferred by the public services received.

Public services are basically activities carried out by service providers in an effort to meet the service needs needed by the public. Public services are prioritizing the public interest, simplifying public affairs, and shortening the time for the implementation of public affairs, as well as in accordance with public needs (Nasution, 2022). The implementation of public services is closely related to the face of the government, where the better the public services received, the better the view will give a good view of the face of the government. The implementation of public services is said to be the face of the government because public services are a tangible and direct form of the state's presence in daily public life (setkab.go.id). Public service providers who interact with the public become government representatives in the field, so that the services provided reflect the performance and integrity of the government. Thus, public services become the main gateway in realizing *good governance* because public services are the interaction between the government and the public, implementing the principles of good governance, and building public trust in the government.

The implementation of *good governance* in a Government Agency is related to the implementation of public services. Governance is said to be good if the services provided are oriented to public needs (Pangkey and Rantug, 2023). In the implementation of public services, *good governance* is an important thing to pay attention to because its principles are used as a foundation in providing services to the public. In the principle of participation, *good governance* ensures that service recipients are involved in the decision-making process that allows the government to be more responsive to public needs. In the principle of transparency, the service process provided must be open so that the public has more trust in the government. In the principle of the rule of law, the service procedures provided must be based on service standards or the applicable legal basis. In the principle of accountability, the services provided must be held accountable by the service provider. With the implementation of the four principles above, the implementation of public services is expected to reduce the practice of Corruption, Collusion and Nepotism (KKN) and abuse of authority

that often hinders the provision of quality public services. Thus, good governance provides a clear framework for how the government should provide fair public services to the public (Rahmawati and Tjenreng, 2025). Therefore, it is important for the government to continue to strive to improve the implementation of public services as an effort to realize *good governance*.

In its implementation, the implementation of public services as an effort to realize *good governance* does not always run smoothly. There are a number of challenges and problems faced in the implementation of public services in Indonesia. The majority of these problems include a bureaucracy that is still convoluted, the rampant Corruption, Collusion and Nepotism (KKN), and inadequate development (Magdalena et al., 2024). Convoluted public service bureaucracy is a common problem in the implementation of public services, bureaucracy that should be a structured and efficient system often presents long and complicated procedures, so service recipients must go through various stages and requirements to get the services needed. Then, the rampant acts of Corruption, Collusion and Nepotism (KKN) are problems that occur where there is a practice of abuse of power, alliance of stakeholders, and prioritizing personal interests when filling positions, so that the public services provided will seem partial. Finally, inadequate development can include infrastructure development and human resource development. Infrastructure development must be in line with the development of Human Resources, otherwise there will be gaps that cause the implementation of public services to be less than optimal.

The Regional Secretariat of Bali Province as an institution that supports the implementation of local government duties by assisting the Governor in the implementation of local government in general. The Regional Secretariat of Bali Province is also responsible for the development of policies and the implementation of public services in accordance with the needs and serves as a reference in the implementation of public services as an effort to realize *good governance within the scope of the* Bali Provincial government. The Bali Provincial Secretariat consists of five Bureaus, namely the Legal Bureau, the General and Protocol Bureau, the Bureau of Government and People's Welfare, the Bureau of Procurement of Goods/Services and the Economy, and the Bureau of Organizations. Of the five Bureaus, all of them provide public services according to the expertise of each field they have, including public services carried out at the Bali Provincial Secretariat Organization Bureau.

The Bali Provincial Secretariat Organization Bureau consists of three parts, namely the Institutional Section, the Bureaucratic Reform and Performance Accountability Section, and the Administration and Library Section. Of the three parts, the Administration and Library Section has the task of implementing public services through preparatory activities for the preparation of public service documents, preparation of public service policy materials to be disseminated to PD and UPTD, socialization of improving the quality of public services in PD and UPTD, facilitation and assistance in filling out form F01, coaching and facilitation of improving the quality of public services in the Province of Bali, facilitation of the Public Service Innovation Competition (KIPP), facilitation and implementation of the Public Satisfaction Survey (SKM),

facilitation of the Public Consultation Forum (FKP), task to improve the quality of public services in the regional apparatus and UPTD, assistance in public service assessment by the Ombudsman, facilitation/coaching of public services in Regencies/Cities, pre-evaluation of public services by the Minister of Defense, improvement of performance evaluation of public service implementation, monitoring of improvement of the quality of public services, and evaluation of performance improvement in the implementation of public services independently. Based on the above public implementation activities, the recipients of services in the Administration and Library Division of the Bali Provincial Secretariat Organization Bureau are Regional Apparatus and Regional Technical Implementation Units in Bali Province. The implementation of public services carried out by the Administrative Division of the Regional Secretariat of Bali Province acts as a bridge between the local government in Bali Province and the Minister of State Apparatus Empowerment and Bureaucratic Reform (PANRB).

When implementing public services as an effort to realize *good governance*, of course, it does not run smoothly, the Administration Division and Library of the Bali Regional Secretariat Organization Bureau experience obstacles such as the lack of the number of public service implementing employees as part of efforts to develop Human Resources (HR), causing some public service implementation activities to not be able to run on time. The emergence of these problems certainly affects efforts to realize *good governance* in the implementation of public services in the Administrative and Library Sector of the Bali Regional Secretariat Organization Bureau. This research uses several previous research references, namely: Research by Kamelia and Veranita (2022) entitled "Analysis of the Implementation of Good Governance in Realizing Quality Public Services in Ciater District, Subang Regency" shows that the Ciater District Office, Subang Regency has implemented *good governance*, so that the services provided to the community can be done better. Furthermore, research by Yuliyanti et al (2022) entitled "Implementation of Good Governance Principles in Improving Public Services (Case Study at the Karangany District Office, Trenggalek Regency, East Java)" shows that the implementation of *good governance* principles in improving public services in the Karangany District Office has been implemented. Finally, research by Sulfiani (2021) entitled "The Application of Good Governance Principles in BPJS Kesehatan Services in Palopo City" shows that the implementation of *good governance* principles in BPJS Kesehatan services in Palopo City has not been fully fulfilled. The three studies certainly have similarities and differences. The similarity of the three studies is that they both discuss the same topic regarding the application or implementation of *good governance* in the implementation of public services. The differences between the three studies are the differences in *the principles of good governance* studied and the different research locus.

Based on these previous studies, this study presents a novelty that highlights the application of *good governance principles* which include accountability, transparency, participation, and the rule of law in the implementation of public services with a specific locus in the Field of

Administration and the Library of the Bureau of Organizations of the Regional Secretariat of Bali Province which is still rarely a research locus, where most studies highlight *Good governance* in the implementation of public services in technical units or the implementation of public services, so that the study of this locus is still very limited. By examining this locus, it can make a new contribution in expanding the understanding of the implementation of *good governance* not only in direct public services, but also in support units that are crucial for the effectiveness of local governance in Bali Province. The urgency of this research is based on the Regional Secretariat of Bali Province which is used as a reference in the implementation of *good governance* in the implementation of public services in all Regencies/Cities in Bali Province as well as the Administration and Library Division of the Bureau of Organization of the Regional Secretariat of Bali Province which acts as a link between the local government of Bali Province and the Minister of State Apparatus and Bureaucratic Reform (PANRB). This causes the implementation of *good governance* in the implementation of public services to be carried out. This study aims to analyze the application of *good governance principles* in the implementation of public services in the Field of Administration and Library of the Organizational Bureau of the Bali Provincial Regional Secretariat. Thus, this research is expected to contribute to the development of good governance in the implementation of better public services in the Province of Bali.

LITERATURE REVIEW

METHODOLOGY

In this study, to determine the application of *good governance* in the implementation of public services in the Field of Administration and Library of the Bali Provincial Regional Secretariat, the researcher used a qualitative research method with a descriptive approach. According to Abdussamad (2021, in Wardani et al., 2024), qualitative research is a type of research that focuses on describing and analyzing a phenomenon or event that occurs either independently or in groups. Qualitative research is presented in the form of narratives that are descriptive or explaining. The descriptive research in question focuses on the reality that occurs in detail and depth. This type of research was chosen in order to provide an in-depth understanding of the application of good governance in the Field of Administration and Library of the Organizational Bureau of the Regional Secretariat of the Province of Bali.

The data sources used in this study are primary data and secondary data. According to Sugiyono (2018, in Indrayani et al., 2024), primary data is a source of data obtained directly. In the research, this primary data was obtained through direct observation and direct interviews with Young Expert Policy Analysts who oversee the field of public services in the Field of Administration and Library of the Organization Bureau of the Bali Provincial Regional Secretariat. Interviews are data collection by asking questions directly to the interviewees. Observation is data collection by making direct observations of activities, behaviors, events, or the condition of an object. According to Sugiyono (2018, in Indrayani et al., 2024), secondary data is data obtained indirectly. In this study, secondary data

was obtained through previous research related to this study and through the internet.

RESEARCH RESULT AND DISCUSSION

Based on the research that has been carried out, the results of the analysis of the implementation of *good governance* in the implementation of public services with a case study in the Administrative Division of the Organization Bureau of the Regional Secretariat of the Province of Bali focus on four indicators. This indicator is based on the theory of good governance by Sedarmayanti (2013, in Ardiana et al., 2024) which consists of accountability, transparency, participation, and the rule of law.

Accountability

Accountability can simply be interpreted as accountability. Accountability is a variety of activities or programs that have been implemented that can be accounted for to the public (Nurhidayat, 2023). In this indicator, the form of accountability provided can vary depending on the relevant institution. This accountability can increase public trust in the government.

In the Administrative Division of the Organizational Bureau of the Bali Provincial Secretariat, the implementation of accountability in the implementation of *good governance* is carried out by conducting a reporting process on the quality of public services in the Bali Provincial Government. The process of preparing the report began by requesting data from regional apparatus and Regional Technical Implementation Units (UPTD) related to the implementation of public service policies to improve the quality of public services related to the preparation of Service Standards (SP), the implementation of the Community Satisfaction Survey (SKM), the implementation of the Public Consultation Forum (FKP), as well as the innovations owned in accordance with the time period set by the Governance and Governance Division. Library of the Organization Bureau of the Bali Provincial Secretariat. After being reported to the Administration and Library Division of the Bali Regional Secretariat Organization Bureau, the data was then compiled into a report on the quality of public services in the Bali Provincial Government and submitted to the Minister of State Apparatus Empowerment and Bureaucratic Reform (PANRB). The making of this report is a form of accountability for the implementation of public services in an effort to realize *good governance* in the Administrative Division of the Organization Bureau of the Bali Provincial Secretariat.

Transparency

Transparency can be interpreted as openness. Transparency in *the good governance* indicator is defined as the openness of the relevant government in providing easy access to information to the public related to the administration of government (Nurhidayat, 2023). The disclosure of this information must always be updated and accountable by the relevant government. Transparency aims to ensure information disclosure so that the public can access and understand public service implementation activities.

In the Field of Administration and Library of the Bali Regional Secretariat Organization Bureau, the implementation of transparency in the implementation of public services in the implementation of *good governance* is carried out by publishing standard service procedures through electronic and non-electronic media. Publications related to service standards electronically are carried out through the website of the Organization Bureau of the Regional Secretariat of the Province of Bali. Publications related to service standard procedures through non-electronic media are carried out through posters pasted in the Administrative Division of the Organizational Bureau of the Bali Provincial Secretariat. In the standard service procedure, there is information about the requirements, costs, time, and service mechanisms. Then, the implementation of transparency is also carried out through socialization activities to improve the quality of public services in PD and UPTD. In this activity, it was presented directly about improving the quality of public services of the Regional Apparatus (PD) and the Regional Technical Implementation Unit (UPTD) so that the information conveyed was more open, clear, and easy to understand. With direct interaction, the public can also assess for themselves how the transparency of information and data conveyed during socialization activities takes place. In addition, the implementation of transparency is also carried out through WhatsApp where Regional Apparatus (PD) and Regional Technical Implementation Unit (UPTD) who have questions about the implementation of public services can contact the public service contact person for the Administrative Division and the Library of the Bali Provincial Regional Secretariat Organization Bureau. Thus, the implementation of the above is a form of information disclosure or transparency by the Governance Division of the Organization Bureau of the Bali Provincial Secretariat in implementing *good governance* in the implementation of public services.

Participation

Participation is an indicator of *good governance* that actively involves the public and stakeholders in the process of implementing public services. The implementation of participation is realized through the provision of open spaces and mechanisms for the community to convey aspirations, inputs, and suggestions related to the implementation of public services. Participation gives the public the freedom to express their opinions as long as it does not violate the applicable norms and ethics.

In the Field of Administration and Library of the Bali Regional Secretariat Organization Bureau, the implementation of participation in the implementation of public services in the implementation of *good governance* is carried out through Public Consultation Forum (FKP) activities and complaints. The Public Consultation Forum activity is a two-way dialogue activity carried out by the organizers and the public. The matters discussed at the Public Consultation Forum (FKP) include policy drafts, policy implementation, policy impacts, evaluation of policy implementation, or problems related to public services. The public can propose, provide input and suggestions to public service providers on services used as service users. The Public Consultation Forum (FKP) is held routinely once a year so that the quality of public service delivery does not

decrease. The existence of the Public Consultation Forum (FKP) provides an opportunity for public participation or involvement of stakeholders to discuss with each other, exchange opinions, and submit inputs and suggestions. Then, the implementation of public service participation in the implementation of good governance is also carried out through complaints that can be carried out through electronic and non-electronic media. Complaints on electronic media can be made through the website of the Bali Provincial Secretariat Organization Bureau and SP4N-Lapor. Complaints through non-electronic media can be acknowledged through the suggestion box available at the Bali Provincial Secretariat Organization Bureau. With the holding of the Public Consultation Forum (FKP) and Complaints through electronic and non-electronic media, the Administrative Division of the Organizational Bureau of the Bali Provincial Secretariat has carried out the participation or involvement of the public and stakeholders in the implementation of *good governance* in the implementation of public services.

Rule of Law

The rule of law is the placement of the law as the highest power in regulating the life of the nation and state. This means that all actions, decisions, and policies made by the government and state administrators must be based on the laws that have been in force. With the rule of law, so as to create security, justice, and order in the life of society and the state.

In the Field of Administration and Library of the Organization Bureau of the Bali Provincial Secretariat, the application of the rule of law in the implementation of public services in the implementation of good governance is carried out by ensuring that all public service implementation activities are in accordance with the Service Standards (SP) that have been set. The Administrative Division of the Bali Provincial Regional Secretariat Organization Bureau has Service Standard Number 458 of 2022 concerning Service Standards at the Bali Provincial Regional Secretariat Organization Bureau which has been determined and published. With these service standards, the implementation of public services in the Administrative and Library Sector of the Bali Provincial Regional Secretariat Organization Bureau must be in accordance with these regulations. If the service provider violates these operational standards, sanctions will be imposed in accordance with those stated in the Decree (SK) for awarding awards and sanctions. In addition to service providers, service recipients will also receive sanctions in the form of reprimands either in writing or verbally if proven to violate the Service Standards (SP) that have been set. With the existence of Service Standards (SP) that have been established and applied, the Administrative Division of the Organizational Bureau of the Bali Provincial Secretariat has implemented the rule of law or law enforcement in the implementation of *good governance* in the implementation of public services.

CONCLUSIONS AND RECOMMENDATIONS

Based on the results of research related to the analysis of the implementation of *good governance* in the implementation of public services in the Administrative Sector of the Organization Bureau of the Bali Provincial

Secretariat, it has gone well. Here are some conclusions that can be drawn, namely:

1. The Accountability Indicator in the Field of Administration and Library of the Bali Provincial Secretariat Organization Bureau in the implementation of *good governance* in the implementation of public services is carried out with a report on the quality of public services in the Bali Provincial Government and submitted to the Minister of State Apparatus Empowerment and Bureaucratic Reform (PANRB).
2. The Transparency Indicator in the Field of Administration and Library of the Bali Provincial Secretariat Organization Bureau in the implementation of *good governance* in the implementation of public services is carried out by publishing standard service procedures through electronic and non-electronic media, socialization activities to improve the quality of public services at PD and UPTD, and discussions through the WhatsApp application.
3. Indicators of Participation in the Field of Administration and Library of the Bali Provincial Secretariat Organization Bureau in the implementation of *good governance* in the implementation of public services are carried out by the implementation of the Public Consultation Forum (FKP) and the submission of complaints through electronic and non-electronic media.
4. The Indicator of the Rule of Law in the Field of Administration and Library of the Bali Provincial Secretariat Organization Bureau in the Implementation of *Good Governance* in the Implementation of Public Services is characterized by the existence of Service Standards (SP) that have been determined and published as well as the existence of a Decree (SK) granting awards and sanctions.

ADVANCED RESEARCH

In its implementation, this research has limitations in its implementation. The main limitation is in the aspect of Human Resources (HR), where the number of public service implementing employees in the Administration and Library of the Bali Provincial Secretariat Organization Bureau is still limited. This condition has caused some public service implementation activities to not run optimally and on time. This has an impact on the effectiveness of the implementation of *good governance principles*, especially in terms of accountability and public participation. In addition, this research was conducted on one non-technical bureau within the Bali Provincial Government. This limited research focus makes the research results not yet generalize to all public service units in Bali Province. The method used is also qualitative descriptive which relies on primary data from interviews and observations in certain work units. This limits the angle of pandan obtained, because it only represents the experiences and perceptions of the resource persons in the research bureau environment, and has not accommodated the perspective of the service recipients more broadly. In order for research in this area to further develop and make a broader contribution, further research is recommended to:

1. Recruiting employees who oversee the implementation of public services, either in technical bureaus or non-technical bureaus, so that the implementation of public services can be carried out on time and according to the schedule that has been determined.
2. Expanding the scope of research to both technical and non-technical bureaus, so that it can provide a more comprehensive overview of the implementation of *good governance* in public services within local governments.
3. Using more diverse data collection methods, such as questionnaires or questionnaires filled out by service recipients to obtain a more objective and diverse perspective.
4. Applying a quantitative research approach or mixed method to obtain more measurable data that can be compared between work units or between regions.

By paying attention to these directions, further research is expected to make a more significant contribution in strengthening the implementation of *good governance* and improving the quality of public services within the Regional Government

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