

## The Application of Good Governance Principles for Performance Improvement of Uluale Sub-District Office Apparatuses

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### ABSTRACT

Performance-based organizations are the demands of the people as they are eager to get maximum services from the government. Thus, to ensure the high performance of the state apparatus, especially those who serve in sub-district offices, the support of good governance is necessary. The researchers want to investigate the effect of good governance on sub-district apparatus performance. This research applied a quantitative descriptive method with a sample size of 92 people selected from 1201 heads of households. Research in the Uluale sub-district, Watangpulu sub-district, Sidenreng Rappang district indicates that the indicators of implementing good governance and performance are in the "good enough" category. Meanwhile, the application of the principles of good governance has not had much effect. This shows that the performance of the apparatus is not optimal because the application of good governance is not yet serious.

**Keywords:** Apparatus, Good Governance, Performance, Public, Sub-District.

## **INTRODUCTION**

The application of Law Number 23 of 2014 concerning Regional Government has given great authority to the regions to run the government according to economic principles and assisting tasks as referred to in the 1945 Constitution (Siombo, 2017). The application of the principle of autonomy is one of the factors supporting the ideals of the state and helps each region develop independently with various forms of management according to their respective potentials (Jati, 2012).

The principle of broadest autonomy explains that regions are independently managed and adaptable to their respective potentials. According to Zaman (2017), it is in line with the empowerment of local government. Law of the Republic of Indonesia Number 5 of 2014 regarding State Civil Apparatus in article 1(1) states that State Civil Apparatus (ASN) is a civil servant profession that is determined based on a government agency work agreement. Therefore, each region can immediately carry out bureaucratic reform.

One of the important aspects of reform is the ability of the central and local governments to implement an efficient and effective government bureaucracy. Thus, all activities of government agencies' performance accountability should be measured, including their individual performance, work unit performance, agency performance, and overall government performance (Datta et al., 2011; Haning, 2018).

The government organizations that directly provide direct services for the public are sub-district administrative divisions (Sub-District offices) (Razak et al., 2021). Law Number 73 of 2005 concerning sub-district, Chapter III of Article 3 Paragraph I states that a sub-district is a regency/city apparatus in a district area. This statement is in line with our research location. Therefore, we choose Uluale Sub-District which is located in the Watangpulu district, Sidenreng Rappang regency. Our preliminary observations found that the apparatuses of Uluale Sub-District failed to recognize the people's needs and sort out service priorities. This is evident since they were poorly uninformed about government assistance programs and those who receive the assistance are those closest to the apparatuses. Also, their services were unpunctual, slow, and complicated. When handling files, there is no definitive determination as to the time of the file completion. This sub-optimal performance leads to negative views due to the inadequacy of community satisfaction with their ability to satisfy community needs. Based on these preliminary observations, the research hypothesis (Ha) used is that the application of the principles of good governance has an effect on improving the performance of the ulu ale sub-district apparatus.

## **LITERATURE REVIEW**

### **Good governance**

According to Purnama and Bestari (2020), The existence of an agreement made jointly by the government with the community and the private sector will create good governance. The application of solid and responsible management by applying the principles of democracy, efficient markets, budget discipline, and upholding the rule of law and politics will create a better business climate (Ubaidillah, 2017). This does not only occur in government but can also be applied to universities.

Governance is the mechanisms, processes, and institutions through which citizens can articulate their interests (Salam, 2004; Razak & Harfiah, 2018). Therefore, the management of economic and social resources can be used for community development (McInerney-Lankford & Sano, 2010). UNDP emphasized that the government is the authority holder in carrying out political, economic and administrative

policies at all levels to manage the affairs of a country (UNDP, 2010). Mardiasmo (2006) tries to conclude that the World Bank focuses on how the government controls social and economic resources for the advantage of community development, while the UNDP focuses on the political, economic, and administrative aspects of state management. The above definition concludes that good governance is implemented by government agencies following the needs or interests of the community (Mardiasmo, 2006).

### **Principles of Good Governance**

The implementation of good and responsible governance will only succeed if the three components of governance, namely, politics, economics, and administration, have equal networks and interactions. This can only be done if the application of good governance principles has been implemented (Arbainah & Syafari, 2020).

According to UNDP (2010), the principles of good governance comprise:

- a. Participation
- b. The rule of law
- c. Transparency
- d. Responsiveness
- e. Consensus-oriented
- f. Equity
- g. Effectiveness and efficiency
- h. Accountability
- i. Strategic vision

Participation is indicated by the existence of equal treatment in the decision-making process, either directly or through representative institutions (Razak & Sofyan, 2020; Tilaar, 2002). According to Kelsen (as cited in Muhtadi, 2012), law enforcement is defined as the existence of a system of rules regarding human behavior or the existence of a set of rules with a single unit that can be understood as a system.

Transparency is indicated by the openness and free flow of information that everyone can easily access. Responsiveness indicates that each institution and its process must align with the efforts to serve various stakeholders. The alignment between the service of public organizations and the public needs and desires will improve the performance of these organizations (Hadi & Tarwan, 2018). In addition, good governance serves as a mediator of different interests to reach the best consensus or agreement for each party's interests. Consensus refers to an agreement that is mutually agreed upon between individuals and/or groups in society.

Equality underscores that good governance provides equal opportunities to every citizen and does not discriminate against ethnicity and religion (Khoiron, 2017). Each institution can carry out its function with the utilization of available resources. (Zainuddin, 2017). Accountability indicators are related to accountability to the public as the owner of sovereignty (Haning, 2018). Another vital factor is strategic vision. It is an important element in organizations as part of strategic planning for it expresses or states for what kind of reason the organization exists and where it will develop (Raharja, 2016).

### **Apparatus Performance**

Performance is the result of work achieved in an organization either by individuals or groups in the context of achieving organizational goals in accordance with ethics and legal government rules. Government officials are workers who are paid by the government to carry out technical government tasks based on applicable regulations. To measure the apparatus performance Dwiyanto (2017) and Pasolong (2010) proposed

indicators to measure performance. These are including productivity, service quality, responsiveness, responsibility, and accountability.

The first indicator is productivity measures which are not only efficiency but also service effectiveness. It deals with the ratio between input and output where the output must have added value and better processing techniques. Quality is a measure that states the fulfillment of customer requirements, specifications, and expectations. It is a measure of productivity. Although it is difficult to measure it mathematically from the output-input ratio, it is clear that the quality of inputs and processes improves the quality of outputs (Yayat, 2017).

In addition to productivity, the second indicator is service quality. This is important because the community stigma of public organizations arises due to their dissatisfaction with the service quality. Again, it is about the effort to fulfill customer needs and desires. Nevertheless, it can also deliver provisions to balance customer expectations.

The third indicator is responsiveness, which is recognizing community needs, making priorities, and developing programs according to community needs. In summary, there is a suitability of the program with service activities. This is one of the performance indicators that directly describes the organization's ability to carry out its mission and goals (Dwiyanto, 2017). The low responsiveness is indicated by the lack of alignment between services and needs. One of the criteria that can be used in measuring the performance of public service organizations is responsiveness (Ismoyo, 2017). The fourth indicator is responsibility. It was explained that the activities were under the correct administrative principles and bureaucratic policies, both explicitly and implicitly. The last indicator is accountability. It was related to the accountability of officials or employees to the rules that exist in the bureaucracy. Rasul (2000) states that accountability is the ability to provide answers to higher authorities for activities that have been carried out on society by individuals or groups.

## **RESEARCH METHOD**

This research was carried out from April 1 to June 1, 2019, in the Uluale sub-district, Watangpulu District, Sidenreng Rappang Regency. The research applied a quantitative descriptive method by distributing questionnaires distributed to 92 respondents selected from 1201 heads of households as a sample. The data were then collected and processed by a Likert scale. To ensure the quality, the data validity and reliability were conducted by the Pearson correlation product moment. The results of data processing were analyzed using a frequency table to answer two descriptive problem formulations, how to implement good governance and the performance of the Uluale sub-district apparatus, and to answer an associative problem, determine the effect of the application of good governance principles on the performance of the apparatus with simple linear regression analysis and SPSS version 20.00 (Suprpto, Razak, & Nursyamsi, 2018). Addedly, coefficient tables as the outputs were used to make regression equations by obtaining values from constants and regression coefficients.

Furthermore, to determine the effect of good governance on improving employee performance, a t-test or hypothesis testing was carried out. Since the t-count is greater than the t-table and the significance is less than 0.05, the alternative hypothesis ( $H_a$ ) applies, namely that there is an effect of applying the principles of good governance on improving the performance of the apparatus.

## RESULTS

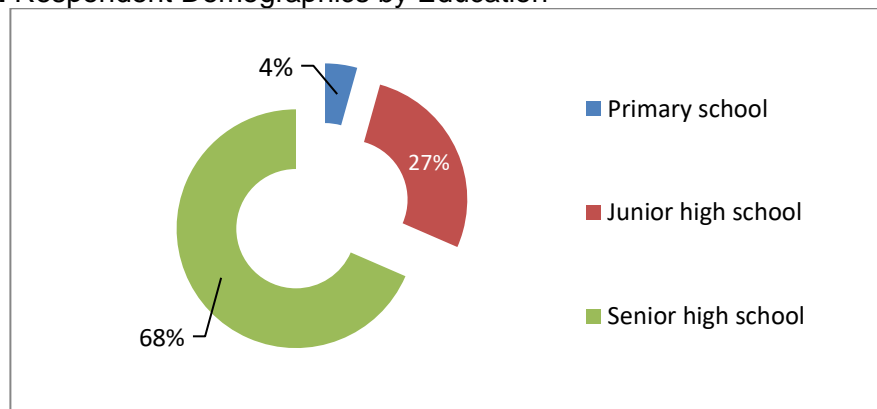
### Respondent Demographics

According to gender, the respondents consist of 52 women (56.52%) and 40 men (43.8%). According to age, those aged 20-30 and 31-40 years old occupied the majority of the respondents (see Table 1). According to educational background, most respondents were senior high school graduates (see Figure 1).

**Table 1.** Respondent Demographics by Age

No	Age (year)	Frequency	Percentage (%)
1	20 – 30	39	42.39
2	31 – 40	36	39.13
3	41 – 50	7	7.61
4	51 – 60	10	10.87
Total		92	100

**Figure 1.** Respondent Demographics by Education



### Variable Validity and Reliability

Here is the validity test with Pearson's product-moment correlation using SPSS version 20. The value of r-count is obtained on the X variable (good governance principles) and Y variable (apparatus performance); all correlation values (r-count) are greater than the r-table, which is 0.27. It was concluded that all indicators of the principle of governance used in this study were valid.

The results of the reliability test using the same method show that the value obtained from Cronbach's alpha on the good governance principle variable is 0.683 and the aperture performance variable is 0.704. The correlation value of the two shows more than the r-table value (0.207), indicating that the data quality test used in this study can be declared valid and reliable. Furthermore, the research data obtained from the respondents were scored on a Likert scale. The scoring data tables were then grouped in each indicator and processed with frequency tables with the equation:

$$P = \frac{F}{n} \times 100\% \quad (1)$$

Where,

P = Percentage

F = Frequency

n = Number of samples

Table 2 below describes and categorizes the percentage results of the frequency tables.

**Table 2:** Results Categories

Category Type	Range (%)
Very good	81 – 100
Good	61 – 80
Poor	41 – 60
Bad	21 – 40
Highly poor	0 – 20

### The Application of Good Governance Principles (X)

To classify the application of the principles of good governance, we used seven indicators: participation, transparency, responsiveness, fairness, effectiveness, efficiency, and accountability.

**Table 3.** Respondent Responses to Good Governance Principles Application

No.	Indicators	Average Score	Average (%)
1	Participation	3.06	61.2
2	Transparency	2.62	52.4
3	Responsiveness	2.5	50
4	Fairness	2.79	55.8
5	Effectiveness	2.83	56.6
6	Efficiency	2.77	55.4
7	Accountability	2.63	52.6
	Mean	2.74	54.9

The table above describes that the average percentage of the indicators is 54.9 percent falling into the "poor" category in which only participation comes into the "good" category.

As for the participation indicator, 8 out of 92 respondents rated it as "very good", of 29 stated "good", about 24 "poor", about 23 "bad", and about 8 "highly poor".

As for the transparency indicator, 4 out of 92 respondents rated it as "very good", 21 stated "good", 18 "poor", 34 "bad", and 15 "highly poor". This is in accordance with the results of interviews in which the informants stated that sub-district apparatuses provided inadequate information hindering the community from being well informed about government programs or assistance availability.

Indicator responsiveness, fairness, effectiveness, efficiency, and accountability, the average respondents stated that the apparatuses had not been able to apply the principles of good governance properly. This aligns with the results of interviews that in providing community services, they tended to be less responsive, and the community gave them complaints when it took so long for the service completion.

This emphasizes that the heads of the sub-district or their boss should improve the governance quality in villages or sub-districts since they are the government's frontline in providing services to the citizens.

### **Apparatus Performance (Y)**

To examine variable Y (apparatus performance), we investigated five performance indicators: service quality, responsiveness, productivity, accountability, and responsibility. It can be seen in the table below (see table 4).

**Table 4.** Respondent Responses to Performance Indicators

No.	Indicators	Average Score	Average (%)
1	Productivity	2.5	50
2	Service quality	2.66	53.2
3	Responsiveness	2.71	54.2
4	Responsibility	2.85	57
5	Accountability	2.53	50.6
	Average Number	2.65	53

Table 4 indicates that the average percentage of 5 question items about the apparatus performance is 53% which falls into the "poor" category, lower than the average percentage on the variable X of 54.9%. This implies that most respondents considered that the apparatus performance was minor and low. However, some respondents believed that their performance was good and worth appreciation.

As for the responsibility, seven respondents stated that the performance of the apparatus is good. However, for productivity, only one respondent stated that the productivity is good, and the rest gave a minor rate as it needs improvement. The results of our interview confirmed this with a resident who stated that the performance of the Uluale Village apparatus was still low due to a lack of attention, friendliness, and understanding of what was needed so that the community felt that the performance of the apparatus was still very lacking.

### **The Effect of Variable X on Y**

A simple linear regression equation is used to decide the effect of the implementation of good governance on the performance of the apparatus, see the equation below:

$$Y = b_0 + (b).X \quad (2)$$

Description:

Y: Apparatus Performance

$b_0$ : Constant

b: regression coefficient

X: Good Governance Principle Application

In order to discover the value of constants and regression coefficients, the outcome can be acquired from the table Coefficient processed SPSS as in the table below;

**Table 5.** Coefficient of Simple Linear Regression

Model	Unstandardized Coefficients		Standardized Coefficients		Collinearity Statistics		
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (constant)	6.98	1.53		4.564	0.000		
Good Gov.	0.32	0.078	0.396	4.087	0.000	1.000	1.000

Source: SPSS ver. 20.00

The regression equation is obtained by substituting the values of the constants and the regression coefficients from the coefficient table, namely  $b_0 = 6.98$  and  $b = 0.32$ . The following is how the regression equation is acquired:

$$Y = 6,98 + (0,32) X \quad (3)$$

Thus equation indicates that if the application of the principle of good governance (X) does not exist or is zero, then the performance value of the apparatus (Y) becomes 6.982. The regression coefficient of 0.391 indicates that the addition of one unit of value for the application of the principles of good governance (X) increases the performance of the apparatus by 0.391.

In order to decide the effect of applying the principles of good governance on improving the performance of the apparatus, some hypotheses examine. The results in Table 5 show that the t-count coefficient value is (4.087) and the significance value is (0.00). At the same time, the t-table value with degrees of freedom (df) is 90; in the two-party test with a significance of 0.05, the t-table value is (1.987). Then the t-test obtained that; the application of the principles of good governance affects the performance of the apparatus. The effect of 15.7 percent is obtained from the value of r square in the summary table (0.157).

## DISCUSSION

The results showed that; the application of good governance principles (variable X) has an effect of 15.7% on improving the performance of the apparatus (variable Y), while the remaining 84.3% is influenced by other variables that have not been studied. This shows that the application of good governance principles by the Uluale Village apparatus still has a low influence on the performance of the apparatus. This is because employees do not apply the principles of good governance at work. So this affects the lack of productivity, service quality, responsiveness, responsibility, and accountability. In the future, it is necessary to consider improvements to other factors such as; the village head's leadership style.

Another informant who is also a user of village services said that the low performance of the Uluale sub-district government apparatus was due to some incomprehension of what the community needed. Most importantly, how the apparatus applied the principles of good governance in their work.

## CONCLUSION

Our analysis leads us to a conclusion that the application of the good governance principle in the Uluale Sub-District office has not been properly implemented, as the average indicator value of participation, transparency, responsiveness, be fair,



effectiveness, efficiency, and accountability is 54.9%, which goes into "poor" category. Additionally, the apparatus performance of the Uluale Sub-District office falls into the "poor" category as our analysis of the performance indicators of productivity, service quality, responsiveness, responsibility, and accountability produced an average value of 53%, implying its low quality. The application of the principles of good governance to improve the performance of the apparatus has an effect but is still low, namely only 15.7 percent according to the data processed by SPSS version 20.00 while the remaining 84.3 percent is determined by other factors. Therefore, in order to develop employee performance, it is necessary to improve other areas, for example improving the welfare of employees who are considered to have worked well.

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### **DECLARATION OF CONFLICTING INTERESTS**

We confirm that, in the making of this article, there was no conflict between the author and the journal manager or with any other party.

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