

## **Implementing the Principles of Good Governance at the Office of the Investment and Integrated One-Stop Service Agency in South Sulawesi Province**

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### ***ABSTRACT***

This study aims to examine the implementation of Good Governance-based services in the Investment and Integrated One-Stop Service Agency of South Sulawesi Province. This research is a qualitative descriptive study. Data collection techniques were carried out through observation, interviews, and documentation. The data analysis techniques used consisted of data reduction, data presentation, and conclusion drawing. The focus of this research is on the implementation of the principles of good governance, which refer to five indicators: Accountability, Transparency, Rule of Law, Responsiveness, and Effectiveness and Efficiency. Based on the research findings, it is known that in terms of accountability, the rule of law, responsiveness, and effectiveness and efficiency, the standards have been met. The accountability principle is considered good because the agency has operated according to the plan and continuously evaluates and reports accountability. The rules and regulations regarding employees are also sufficiently strict. The responsiveness to public complaints is also good, as evidenced by the existence of a complaint section that accommodates all public grievances. The services provided are considered effective and efficient because they are in line with the conditions and capabilities of both the service provider and the recipient, which greatly facilitates the public. However, in terms of transparency, the standard has not been met as the time and procedures do not adhere to the applicable service standards.

**Keywords:** Service; Good Governance; One-Stop Service

## **INTRODUCTION**

Good governance is a principle of public administration and should be applied in governance in Indonesia, both at the central and regional levels. In Indonesia, the trend of good governance coincides with the dynamics and changes in the political system and leadership to become more democratic, efficient in the use of public resources, effective in delivering public services, and capable of formulating programs and laws that guarantee human rights and social justice (Alshurideh et al., 2019; Azis et al., 2018; Greenhalgh et al., 2021; Hidayah, 2013; Hunter, 1995; Knapp, 2006; Kumar & Hundal, 2019; Meyer, 1995; Rengifurwarin et al., 2018; Yang, 2015). Therefore, in relation to the rule of law, the concept of good governance is highly relevant in the framework of building good governance in Indonesia.

The United Nations Development Programme (UNDP) defines good governance as "the complex mechanisms, processes, relationships, and institutions through which citizens and groups articulate their interests, exercise their rights and obligations, and mediate their differences" (UNDP, cited in the study).

Efforts to achieve good governance and apply the principles of good governance are essential, such as participation, accountability, rule of law, transparency, responsiveness, fairness, effectiveness, efficiency, and strategic vision. The application of these principles will create good public services that prioritize the satisfaction of the community.

One government institution that focuses on providing integrated services is the Dinas Penanaman Modal dan Pelayanan Terpadu Satu Pintu (DPMPTSP) in Makassar City. DPMPTSP is responsible for providing licensing services directly related to the community. It is a government effort to provide integrated services so that the public can easily process their permits. DPMPTSP operates based on the regulations stated in the Regional Regulation of South Sulawesi Number 85 of 2016 regarding the Position, Organizational Structure, Tasks and Functions, and Work Procedures of Investment and Integrated Services One-Stop-Shop in South Sulawesi Province.

However, the DPMPTSP in South Sulawesi Province has not fully implemented the principles of good governance. Issues such as accountability, rule of law, transparency, responsiveness, effectiveness, and efficiency still need improvement. There are challenges in terms of precision and accuracy of employee performance, lack of professionalism, inadequate facilities and infrastructure, lack of discipline, and insufficient knowledge or compliance with procedures (Brankamp, 2019; Florini, 2018; Hakim, 2016).

The concept of accountability refers to the responsibility of public officials to inform and explain their actions and decisions to gain approval or face punishment in case of abuses of power. Transparency is related to openness, where the government provides adequate data and information to allow the public to assess the government's performance. The rule of law ensures clarity and predictability in bureaucratic processes, while responsiveness involves being sensitive to the needs and conditions of the community. Effectiveness and efficiency aim to optimize resource utilization while being responsible.

Based on the issues and challenges observed, the principles of good governance have not been fully implemented in the DPMPTSP in South Sulawesi Province. There are complaints from the public regarding the mechanisms, procedures, and requirements for obtaining permits. There is a lack of clarity and responsiveness in public services, as well as issues with human resources, including their ability to interact with the public and the private sector. Furthermore, there is a lack of information provided regarding permits, timeframes, costs, procedures, and requirements.

Previous studies conducted by Khaerinisa (2016) on the implementation of good governance in the Investment and One-Stop-Shop Agency in Tangerang City, and by (Graham et al., 2003; Landell & Seragedin, 1991) on the implementation of good governance in the Integrated Licensing and Investment Service Agency in Tanjungpinang City, have shown inconsistent and suboptimal implementation of good governance principles. Similar issues of accountability, transparency, rule of law, responsiveness, and effectiveness were identified in those studies.

This research focuses on the application of good governance principles at the DPMPTSP in South Sulawesi Province. It aims to explore the implementation of good governance principles, specifically accountability, transparency, rule of law, responsiveness, effectiveness, and efficiency, at the DPMPTSP. By examining these aspects, the study seeks to identify the gaps and challenges in achieving good governance in the provision of public services.

The significance of this research lies in the potential to improve the quality of public services by implementing good governance principles. It is essential to ensure that government institutions are accountable, transparent, responsive to the needs of the community, and effective and efficient in their operations. By addressing the identified issues and challenges, it is expected that the DPMPTSP in South Sulawesi Province can enhance its service delivery and ultimately enhance the satisfaction of the public.

To conduct this research, a qualitative approach and descriptive research design will be employed. Data collection will involve field observations, interviews, and documentation. The data will be analyzed using techniques such as data collection, data condensation, data presentation, and drawing conclusions.

The research findings will indicate the extent to which the DPMPTSP in South Sulawesi Province has implemented good governance principles in the provision of public services. It will highlight areas of strength and areas that require improvement. The results will contribute to the existing body of knowledge on good governance practices in Indonesia and provide insights for policymakers and government officials to enhance the quality of public services.

## **METHOD**

The research method used in this study is qualitative descriptive research. The descriptive type aims to provide a clear description of the issues being investigated, interpret and explain data systematically regarding the implementation of good governance principles at the DPMPTSP office in South Sulawesi Province.

The research location selected by the researcher to support data collection is the office of the Investment and Integrated Services One-Stop-Shop (DPMPTSP) in South Sulawesi Province, located at Jl. Bougenville No.5, Makassar. The research data consists of primary and secondary data. The qualitative data analysis technique involves analyzing the context of the literature review and analyzing the statements from interview results obtained from the informants. In analyzing the data, the researcher follows several stages, including:

- a. Collecting information through interviews with key informants who are compatible with the research, as well as direct observation in the field to support the research and obtain the expected data sources.
- b. Data condensation (data reduction) is the process of selecting and focusing on simplifying raw data that emerges from field notes during the research. Transcription of data is conducted to select relevant information that aligns with the central research problem in the field.
- c. Data presentation (data display) involves organizing a set of information in the form of narrative texts, network graphs, tables, and charts. This aims to sharpen the research understanding of the selected information, which is then presented in tables or explanatory descriptions.

## **RESULT AND DISCUSSION**

### **Result**

Good governance is a principle of general governance, and it should be applied in the administration of government in Indonesia, both at the central and regional levels. Efforts to achieve good governance need to start with the optimization of public services. Through the provision of public services, civil society and market actors interact intensively. Therefore, if the government can improve the quality of public services, the benefits can be directly felt by the community.

To achieve good governance in public services, reference is made to Law No. 25 of 2009 concerning Public Services, which serves as a guide for the government or state organizers to provide optimal and maximum services in accordance with applicable regulations and the aspirations of the community.

The Investment and Integrated Services One-Stop-Shop (DPMPTSP) is one of the government agencies in Makassar city that provides services through a one-stop service system. The DPMPTSP in South Sulawesi Province is an effort by the government to provide integrated services so that the community can more easily manage permits. The establishment of the DPMPTSP is based on the South Sulawesi Governor Regulation No. 85 of 2016 concerning the Position, Organizational Structure, Duties and Functions, as well as the Work Procedures for Investment and Integrated Services One-Stop-Shop in South Sulawesi Province. The DPMPTSP in South Sulawesi Province is a regional work unit responsible for providing licensing services to the community/business world in an excellent

manner (fast, accurate, correct, and transparent), meeting the established standards (procedures, costs, and time).

The DPMPTSP in South Sulawesi Province, in providing services, is required to apply the principles of good governance, where good governance is the practice of government administration aimed at providing good services to the community. In the government services at the DPMPTSP in South Sulawesi Province, the principles of good governance have not been fully implemented.

To provide satisfactory services to service users at the DPMPTSP office in South Sulawesi Province and create a government administration system characterized by good governance, the office must adhere to several principles or principles of service in accordance with the principles proposed by the UNDP. The five principles used as assessment indicators are accountability, transparency, rule of law, responsiveness, and effectiveness and efficiency.

### **1. Accountability**

Accountability refers to the service that can be accounted for according to the provisions of the legislation. Accountability is an essential aspect of public services, and this accountability process is aimed at the service provider and not at the community as the true sovereign. This causes the orientation of public service accountability to be unclear and susceptible to abuse. The DPMPTSP office in South Sulawesi Province provides services to the community by realizing a resourceful community or employees who carry out their daily tasks with integrity, oriented towards achieving the goals and benefits of their work. The system of government performance accountability (SAKIP), as explained by (Richards & Smith, 2004; Stoker, 1998), is an instrument used by government agencies to fulfill their obligations to account for the success and failure of organizational mission implementation. SAKIP consists of components that form a unity, namely strategic planning, performance planning, performance measurement and evaluation, and accountability reporting. Based on interviews with various informants regarding accountability at the DPMPTSP office in South Sulawesi Province, the employees of the office are able to perform their tasks well. Operationally, the employees of the DPMPTSP office in South Sulawesi Province carry out their work promptly and achieve their performance in accordance with the assigned tasks. The employees are expected to be accountable both in terms of reporting and accountability for the services provided to the community to provide excellent service. Accountability in the form of reports is made every month, every quarter, and annually, and even after completing each activity, all activities are accounted for according to the needs and applicable rules. The employees have performed their duties well and have strived to provide excellent service to the community. The DPMPTSP employees serve the community according to the applicable regulations and standard operating procedures (SOPs) and fulfill their duties based on their respective job descriptions. However, there are some areas that need improvement to enhance the existing performance, such as the queuing system, which is not yet efficient, and the need to improve the quality of employees in serving the community.

## **2. Transparency**

Transparency means being open, easily accessible to all parties in need, provided adequately, and easily understandable. This principle is a response to the process of democratization, ensuring that public service delivery is not detached from the control and supervision of the community. Dwiyanto (2014) suggests three indicators that can be used to measure transparency in public services:

The level of openness in the public service process, including requirements, costs, time needed, and the mechanisms or procedures that must be followed.

The ease with which regulations and service procedures can be understood by users and other stakeholders. Understanding here does not only mean literal understanding but also understanding the meaning behind all these procedures and regulations.

The ease of obtaining information about various aspects of public service delivery. The easier it is to obtain information about various aspects of public service delivery, the higher the transparency.

Based on interviews with various informants, one of the efforts made by the DPMPTSP office in South Sulawesi Province to improve service quality is to provide information on service procedures and regulations. Information is displayed in various areas of the office through small banners explaining the procedures and service rules. In addition, for service users who utilize information technology, they can access information on the website of the DPMPTSP office in South Sulawesi Province ([www.dpmptsp.sulselprov.go.id](http://www.dpmptsp.sulselprov.go.id)). Direct socialization is also conducted by distributing brochures to the community and explaining the service mechanisms of the DPMPTSP office in South Sulawesi Province. However, there are still shortcomings in the service, such as delays in accordance with the prescribed rules and requirements that are not listed on the website or banners displayed in the office.

## **3. Rule of Law**

The rule of law is a legalistic principle that involves the idea that justice can be served through the establishment of objective and impartial systems of rules and procedures. The existence of legal rules is necessary to guarantee the rights of citizens in holding the government accountable. The fair implementation of the law, characterized by legal certainty and a sense of justice among the public regarding the received services, is important. UNDP, as mentioned in (Purdy, 2012; Stoker, 2006), explains the rule of law as the fair implementation of the law, which includes the characteristics of legal certainty and the sense of justice in society regarding public policies taken. Every policy should be formulated and implemented based on established and known procedures and should allow opportunities for evaluation.

Based on interviews with various informants, it is evident that the DPMPTSP office in South Sulawesi Province has established rules and regulations that employees must adhere to when performing their duties and obligations. In carrying out their tasks at the DPMPTSP office, employees must comply with the applicable laws and SOPs. The DPMPTSP office in South Sulawesi Province has made efforts to maximize services by prioritizing the satisfaction of the community and taking firm actions against employees who violate the law. Employees who violate the law

or SOPs receive oral warnings, followed by written warnings according to the established procedures, ranging from the first warning to the third warning, and appropriate sanctions based on the level of offense.

These efforts are made to ensure that the community can feel satisfied with the services provided by the DPMPTSP office in South Sulawesi Province.

#### **4. Responsiveness**

Responsiveness refers to the readiness and promptness of employees in assisting the community by providing quick and responsive services and handling processes effectively. Responsiveness can increase the sensitivity of government officials to community aspirations. Local governments need to establish communication channels to accommodate community aspirations. Another important aspect of responsiveness is that employees should always be ready to assist customers. Regardless of their position in the office, they should always pay attention to the individuals contacting or visiting the office. This principle also means being sensitive to the needs and conditions of the community as a way of providing good and quality service. The government should be responsive to the needs of the community. As mentioned by (Chwistecka-Dudek, 2016; Jahmane & Gaies, 2020), responsiveness can increase the sensitivity of government officials to community aspirations. Local governments need to establish communication channels to accommodate community aspirations in policy formulation. This can be achieved through public forums, talk shows, hotlines, and complaint procedures. As a public service function, local governments will optimize community approaches and periodically gather public opinions.

Based on interviews with various informants, the DPMPTSP office in South Sulawesi Province has facilitated the community in expressing their aspirations or complaints related to the services provided. There is a complaint section in the office that serves as a channel to receive and follow up on community complaints according to the established procedures. The complaints from the community are forwarded to the relevant departments, such as the Control and Supervision Division for issues related to companies or investors, and the General, Personnel, and Legal Affairs Division for issues related to employees. However, some members of the community are unaware of the existence of the complaint section, resulting in many individuals feeling dissatisfied with the services provided due to the inadequate response from some employees in addressing community complaints at the DPMPTSP office in South Sulawesi Province.

#### **5. Effectiveness and Efficiency**

Effectiveness refers to the level of achievement of a specific goal, considering both the results and the efforts made, measured by quality, quantity, and timeliness according to specific procedures and criteria. Efficiency indicates how well the goal is achieved by comparing the efforts, costs, or sacrifices made. Efficiency means that employees carry out their duties cautiously to provide the maximum results to

the public, without waste and accountable to the community. As mentioned by Rakhmat (2009), effectiveness and efficiency are processes and institutions that produce results according to established guidelines, using available resources as effectively as possible. (Andi et al., 2018, 2018; Subarkah, 2016), state that effectiveness refers to achieving the goals of collective efforts, while efficiency is the best ratio between input and output or the ratio between expenditure and profit.

Based on interviews with various informants, the DPMPTSP office in South Sulawesi Province is a government organization that is required to provide effective and efficient services. Ideally, the services will be efficient if the service office can provide services with minimal costs (including zero costs) and within a reasonable time frame, which greatly benefits the community. Additionally, effectiveness means that the services provided to the community align with the established plans, both in terms of time and budget, ensuring that the organization's goals are achieved in delivering good public services to the community.

The DPMPTSP office in South Sulawesi Province has provided relatively easy and user-friendly services, as evidenced by two awards received in 2016 and 2017. In 2016, the office received an investment award from an independent institution, and in 2017, it received an award from the OMBUDSMAN for the highest compliance in Indonesia.

However, there are still some employees who need improvement in serving the community, and there are cases of favoritism, where certain employees prioritize their family or acquaintances in providing services. This issue can be addressed if the community reports such incidents to the complaint section, allowing the management to take appropriate actions against unprofessional behavior. The DPMPTSP office in South Sulawesi Province has made efforts to provide good services, aiming to ensure that the community feels satisfied with the services provided, considering the office's capabilities and conditions, while adhering to the principles of effectiveness and efficiency.

## **CONCLUSION**

The DPMPTSP office in South Sulawesi Province has demonstrated accountability by meeting the assessment standards in terms of planning, implementation, evaluation, and accountability reporting. Operationally, the employees of the DPMPTSP office have achieved performance according to their assigned tasks and have consistently shown responsibility by providing accountability reports. Regarding transparency, the DPMPTSP office generally provides information on procedures, requirements, timeframes, and fees. However, there are still areas that require improvement, such as adherence to timeframes and the inclusion of all requirements on the website and displayed banners. In terms of the rule of law, the DPMPTSP office has made efforts to prioritize customer satisfaction and has taken firm actions against employees who violate the rules and standard operating procedures. The office has also established a complaint section to facilitate the community in expressing their aspirations and complaints, which are appropriately addressed following established procedures. Finally, the DPMPTSP office has demonstrated effectiveness and efficiency in its services by providing



convenience to the community within the office's capabilities, adhering to the principles of effectiveness and efficiency. The office has implemented a zero-fee policy, which significantly benefits the community.

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