

Application of Good Governance Principles to Employee Work Effectiveness (Study at Makassar City Council Secretariat)

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ABSTRACT

The public organization of each local government in carrying out the implementation of regional autonomy requires human resources, namely local government officials who are able to realize the characteristics of good governance. This study aims to determine; how good is the application of the principles of good governance at the Makassar City DPRD Secretariat, how high is the level of effectiveness of employees at the Makassar City DPRD Secretariat, and how much influence does the application of good governance principles have on employee effectiveness at Makassar City DPRD Secretariat. This type of research is quantitative with using a descriptive and correlational approach. Data collection techniques were carried out through interviews, questionnaires and documentation. Data analysis technique used is data analysis used is descriptive statistical analysis and inferential statistical analysis using simple regression for hypothesis testing. The results of the study show that the level of application of the principles of good governance which focuses on one principle, namely the principle of transparency at the Makassar City DPRD Secretariat, is classified as good category, this is viewed from informativeness, openness, and disclosure). The level of employee effectiveness is in the good category, in terms of alertness, absenteeism, motivation, job satisfaction, workload, and time to complete tasks. There is a significant effect of the application of the principles of good governance on the effectiveness of the work of employees at the Makassar City DPRD Secretariat.

Keywords: Good governance, work effectiveness, organization;

INTRODUCTION

Basically the organization was established to achieve mutually agreed goals more efficiently and effectively. A successful organization can be measured by looking at the extent to which the organization can achieve the goals that have been set (Akib, 2009; Sopiah, 2013; Wibowo, 2019). The importance of organizational effectiveness in achieving organizational goals and effectiveness is the key to the success of an organization. In recent times, there has been a change in the organizational paradigm in various aspects from a management perspective, a change from a centralized organization to a decentralized organization, a rigid organizational work style changed to a more flexible one, the strength of the organization which was previously seen from the current benchmark of organizational stability. shifts to the ability of the organization to adapt to change.

Political factors that influence changes in the role of organizations, in this case public organizations, demand the implementation of good governance, namely the administration of a clean state government or good government (Ayu, Niswaty, Darwis, & Arhas, 2019; Omri & Bel Hadj, 2020). The spirit of reform has colored the utilization of the state apparatus with the demand to realize state administration that is able to support the smooth and integrated implementation of the duties and functions of state government

administrators and development demands the implementation of good governance and this good governance applies to every local government which is very necessary in the implementation of regional autonomy.

The public organization of each local government in carrying out the implementation of regional autonomy requires human resources, namely local government officials who are able to realize the characteristics of good governance (Dewi & Kurniawan, 2019; Simatupang & Akib, 2007). In the reform era where the pillars of good governance have become something urgent in the life of the nation and state, transparency in governance has become a necessity that cannot be ignored anymore. To realize government accountability to the public, one way to do this is to use the principles of transparency (openness).

Transparency in governance has a very important meaning where people are given the opportunity to know the policies that will be and have been taken by the government (Casadesús de Mingo & Cerrillo-i-Martínez, 2018; Fung, 2013; Robbins & Lapsley, 2015). Even with the existence of transparency in governance, the public can provide feedback or outcomes on the policies that have been taken by the government. This is in accordance with the characteristics of transparency that must be met according to (Mardiasmo, 2010) Includes: a) informative (informative), b) openness, and c) disclosure (disclosure).

Changes in the organizational paradigm that require a new approach in its management is the utilization of human resources to achieve the expected organizational goals. So that it can be said that organizational effectiveness cannot be separated from the effectiveness of employee work as an element of the organization. Employees play an important role in efforts to achieve organizational goals. Therefore, without humans in an organization, the organizational goals that have been determined will not be achieved as expected. Furthermore, humans are one of the most dynamic organizational elements, meaning that humans want change. This means that human positions in organizations cannot be equated with other elements. In organizations, human empowerment is needed as an organizational resource so that they have the ability to realize good governance.

DPRD Makassar city is one of the components of government, is a partner of the regional government of South Sulawesi province in the administration of local government and is an element of implementing the principle of decentralization. So in order to create good governance, the Makassar City DPRD plays an important role, in other words the Makassar City DPRD must become an effective organization. Given that one of the characteristics of good governance is effectiveness. Organizational effectiveness will certainly be achieved if employee effectiveness is created.

In terms of work effectiveness so far there are also many employees who come late and delay their work. This certainly has an impact on providing unsatisfactory services. Apart from that regarding the budget in the DPRD, low policy capability, weak financial management, regulations that are too convoluted and arbitrary, the allocation of sources that are not appropriate are also a problem in realizing the effectiveness of employee work. With this research, it can be used as input material for government/officials, state apparatus who are in charge of their functions so that they can assess or evaluate the performance of their employees. Likewise, employees can be motivated to improve performance in accordance with their role as state apparatus who are always loyal and obedient to Pancasila and the 1945 Constitution.

Based on the description above, it can be concluded that good governance will be achieved if the principles of good governance can be implemented properly. Thus there is an influence of the application of the principles of good governance on the effectiveness of employee work. Therefore the researcher is interested in conducting research on the implementation of good governance and employee work effectiveness and compiling it in the form of a thesis with the title: "Application of Good Governance Principles on Employee Work Effectiveness (Study on the Makassar City Council Secretariat)".

METHODS

This research was conducted at the Makassar City Council Secretariat. This type of research is quantitative with a total of 76 respondents using a descriptive and correlational approach. Data collection techniques were carried out through interviews, questionnaires and documentation. The data analysis technique used is data analysis used, namely descriptive statistical analysis using percentage, average (mean), standard deviation and inferential statistical analysis using simple regression for hypothesis testing.

RESULTS AND DISCUSSION

Descriptive Statistical Analysis

Descriptive statistical analysis is intended to see and know the level of application of the principles of good governance, especially the principle of transparency at the Makassar City DPRD Secretariat, which includes 3 indicators, namely: (1) informative (X.1), (2) openness (X.2), and (3) disclosure (X.3). This can be seen in Table 1 below.

Table 1.
Variable Descriptive Statistics Transparency Principle

Variable	theoretical		actual			Average	%	Category
	range	med	Min	Max	med			
Principle of Transparency	8-40	24	16	38	30	29.98	76,26	Good
Indicator								
X.1	3-15	9	5	14	11	11.00	78.57	Well
X.2	3-15	9	8	15	12	11.75	78,33	Well
X.3	2-10	8	2	9	6	6,23	69,22	Enough

Source: Descriptive statistical analysis, 2022

In label 1, it shows that descriptively the transparency principle variable is classified as good (76.26%). Judging from the results of measuring the principle of transparency through its indicators, it shows that all indicators support the quality of these variables because the indicators are in the good category. However, if you look at the labels above, it shows that the indicators that most support the quality of these variables are indicator X.1, which is informative (informativeness) of 78.57 percent, then indicator X.2 of openness, namely 78.33 percent, and indicator X.3 disclosure, namely 69.22 percent.

Employee Work Effectiveness

Descriptive statistical analysis is intended to see the level of employee effectiveness at the Makassar City DPRD Secretariat, which includes 6 indicators, namely: (1) alertness (Y.1), (2) absenteeism (Y.2), (3) motivation (Y.3), (4) job satisfaction (Y.4), (5) work load (Y.5), and (6) time to complete tasks (Y.6). This can be seen in the following Table 2:

Table 2.
Descriptive Statistics of Work Effectiveness Variables

Work Effectiveness Variables	theoretical		actual				%	Category
	range	med	Min	Max	med	Average		
Indicator	16-80	48	51	76	66	64,96	85,47	Good
Y. 1	3-15	9	7	15	13	12.44	82.93	Well
Y.2	2-10	6	6	10	8	8.36	83,60	Well
Y.3	3-15	9	10	15	12	12,42	82.80	Good
Y.4	2-10	6	7	15	12	11.86	79.06	Well
Y.5	2-10	6	6	10	8	8.02	80,20	Good
Y.6	3-15	9	9	15	12	11.82	78,80	Good

Source: Descriptive statistical analysis, 2022

Table 2 shows that descriptively the employee work effectiveness variable is classified as good (85.47%). Judging from the results of measuring work effectiveness through the indicators, it shows that all indicators support the quality of these variables because the indicators are in the good category. However, if you look at the table above, it shows that the indicator that most supports the quality of these variables is indicator Y.2, namely absenteeism of 83.6 percent, then indicator Y.1 of alertness, namely 82.93 percent, indicator Y.3 of motivation, 82.8 percent. , Y.5 indicator of workload is 80.2 percent, Y.4 indicator of job satisfaction is 79.06 percent and Y.6 indicator of time to complete tasks is 78.8 percent.

Inferential Statistical Analysis

To see the level of influence of variable X itself can be seen in the following table:

Table 3.
Inferential Statistics

Variable	B	Fcount	Sig.	tcount	Sig
Constant	32,698			16,739	0.000
Transparency Principle	1.113	280,950	0.000	16,762	0.000
$\alpha = 0.05$		$r^2 = 0.792$			
$r = 0.890$					

Source: Results of data processing, 2022

From the table above, it is known that the analysis of the calculation of the regression equation obtained $a = 32.698$ and $b = 1.113$ so that the regression equation is $Y = 32.698 + 1.113$. It is known that the probability value of 0.000 is much smaller than 0.05. This means that the principle of transparency affects the effectiveness of employee work. Judging from the determinant of 0.792, this means that 79.2 percent of the contribution of the transparency variable to employee work effectiveness. While the remaining 20.8 percent came from contributions from other variables.

Discussion

Level of Application of Good Governance Principles

The implementation of good governance is an absolute necessity for the majority of the people in order to create a political system of government that is more in favor of the interests of the people in accordance with universal democratic principles (Ahmad & Basri, 2015; Dwiyanto, 2005; Kettani & Moulin, 2014; Omri & Ben Mabrouk, 2020). This can also be a driving factor for the realization of political governance which requires that various government processes, both in terms of the process of formulating public policies, implementing development, implementing the government's public bureaucracy, run transparently, effectively and efficiently to improve people's welfare.

The principles of good governance consist of nine principles according to UNDP but in this study only focuses on one principle of good governance, namely the principle of transparency. Basically the principle of transparency emphasizes the meaning of responsibility to the public regarding relevant information. The application of the principle of transparency to the Makassar City DPRD Secretariat, when viewed from 3 supporting indicators, namely: informativeness, openness, and disclosure with a good category with an average quality of 76.26 percent. However, the quality of each indicator still needs to be improved because there is one variable indicator which is in the sufficient category.

Judging from the achievements in the good category with an average quality of 78.57 percent, there is an informativeness indicator which means that the importance of information in realizing good governance can be seen from the level of the complaint mechanism, information flow with the mass media and public policy publications, as well as things with indicators of openness (openness) good category with an average quality of 78.33 percent. But the disclosure indicator is in the sufficient category with an average quality of 69.22 percent. This shows that disclosure indicators need to be improved, both disclosure regarding the use of the budget and disclosure regarding the leadership in carrying out their duties as good governance administrators. Therefore, in order to realize good governance at the Makassar City DPRD Secretariat, it is necessary to increase and feel a sense of responsibility as government officials in increasing public trust as stipulated in the Law so that the application of the principle of transparency can be effective and efficient as it should be. In the context of transparency, executors of public services must be open to their every action and ready to accept criticism and input, especially those that can come from the public, which is the main requirement for officials to understand the real aspirations of the community.

Employee Work Effectiveness Level

One of the success factors of work in achieving goals is the ability of humans or individuals to carry out the work given whether it is effective or not. Work effectiveness is intended to measure the results of work achieved in accordance with the plan, in accordance with policies or in other words achieving goals, then this is said to be effective. The effectiveness value is basically determined by the achievement of organizational goals and the suitability factor in carrying out the task or work (Amirullah & Saleh, 2015; Niswaty, Darwis, Alimuddin, & Salam, 2016).

Judging from the indicators that support employee work effectiveness, it shows descriptively that it is classified as very good with an average quality of 85.47 percent consisting of 6 indicators, namely alertness, absenteeism, motivation, job satisfaction,

workload and time to complete tasks. When viewed from the six indicators of employee effectiveness, absenteeism has an average quality of 83.6 percent in the good category. This means that every employee at the Makassar City DPRD Secretariat is disciplined in his work as seen in his presence during working hours and on time at work. While the other five indicators fall into the good category. Even so, the quality of each indicator still needs to be improved so that the work effectiveness of employees also increases with the aim of achieving good governance. Because of that, to increase the effectiveness of the work of employees at the Makassar City DPRD Secretariat, employees must be effective and efficient at work.

This is also in accordance with the results of an interview with the Secretary of the DPRD Secretariat Council Said Makassar which stated that: "Staff at the DPRD Secretariat have been effective in carrying out the tasks assigned and carrying them out based on their respective functions" (M. Interview 3 June 2022). It can be concluded that the work effectiveness of employees who are in this good category is influenced by the level of individual quality in carrying out and carrying out their work so that they can produce good performance as well.

Application of good governance principles to employee work effectiveness

Based on the results of the hypothesis testing carried out, it was found that there was an influence between the transparency principle variable and the work effectiveness of employees at the Makassar City DPRD Secretariat. The correlation between the principle of transparency on employee work effectiveness is obtained Correlation $r = 0.890$ which is in the interval 0.80 - 1.000 (very strong) so the correlational relationship between the two variables, namely the transparency variable to the employee work effectiveness variable is very strong. The determinant of the transparency variable on the employee work effectiveness variable is 79.20 percent. This very strong contribution is of course very reasonable given the condition of the transparency principle variable which is in the good category. This means that the stronger the implementation of the principles of good governance on the principle of transparency, the effectiveness of employee work will also be followed positively. In realizing a good level of employee effectiveness there are other factors that contribute. In this study, it was shown that there were other influencing factors, namely 20.8 percent which were not discussed in this study. Thus it can be interpreted that the level of application of the principles of good governance, especially the principle of transparency (X) carried out by the Makassar City DPRD Secretariat, contributed 79.2 percent to changes in the level of employee effectiveness (Y).

The implementation of good governance, especially on the principle of transparency, is achieved through the ease and freedom of the public to obtain information from the Makassar City DPRD Secretariat. For the public, transparency is no longer a necessity but a right that must be granted by the government. Therefore, the principle of transparency is needed to build confidence and trust, therefore to build this confidence and trust it is necessary to increase the effectiveness of the work of employees at the Makassar City DPRD Secretariat. So that the public is no longer suspicious of the performance of employees at the Makassar City DPRD Secretariat.

Based on the information and data above, it can be understood that the relationship between the application of the principles of good governance and the level of employee effectiveness is a qualitative relationship. In other words, the better the application of the

principles of good governance carried out by the Makassar DPRD Kola Secretariat will increase the level of employee effectiveness.

CONCLUSION

Based on the results of research on the influence of the application of the principles of good governance on the effectiveness of employee work at the Makassar City DPRD Secretariat, however, in this study the discussion of the principles of good governance researchers only focused on the principle of transparency, it can be concluded as follows: 1). The application of the principles of good governance that focuses on the principle of transparency at the DPRD Secretariat said Makassar is included in the good category which shows support for the transparency principle variable with an average quality of 76.26 percent. Nonetheless, of the 3 indicators, the indicator that provides the most support for the variable quality of the principle of transparency is Informativeness with a quality of 78.57 percent, Openness with a quality of 78.33 percent, and Disclosure (Disclosure) with a quality of 69.22 percent. 2). The work effectiveness of employees at the Secretariat of DPRD Kota Makassar in the very good category shows that all indicators support the quality of the variable quality of employee work effectiveness with an average quality of 85.47 percent. Achievement of the category of each indicator, the indicator that provides the most support for employee work effectiveness is the absenteeism indicator with a good category and a quality of 83.6 percent. While the other variables are in the good category which has a quality of 82.93 percent on the alert indicator, 82.8 percent on the motivation indicator, 80.2 percent on the job satisfaction indicator, 79.06 percent on the workload indicator and 78.86 percent on the time to complete the task. 3). The application of the principles of good governance, especially the principle of transparency, has a significant influence on the work effectiveness of employees at the Makassar City DPRD Secretariat with a correlation coefficient of 0.890. When linked to the correlation coefficient interval level table, it shows that the influence of good governance principles on employee work effectiveness is at a very strong level of influence. This is of course very reasonable with the condition of the transparency principle variable which is in the good category. This means that the stronger the application of the principles of good governance, namely the principle of transparency, the effectiveness of employee work will also be followed positively so that employee effectiveness will increase.

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