



Research Article

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Consistency of Public Service Management in Implementing Good Governance in Indonesia: A Case Study in Kendari City

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Abstract

One of the influence factors of Good Governance is the implementation of good public service management organized by the public service in Indonesia. This study aims to analyze the consistency of public service management in implementing good governance in public services in Kendari City. This study employed survey design and collecting data from the respondents who worked in the Public Service Office in Kendari City Government. The number of respondents is about 128 as the primary data using questionnaires. In order to cover the factors of good governance we used six dimensions as follow tangible, reliabilities, responsiveness, courtesy, security and competence. Data analysis was conducted by Structural Equation Model (SEM). The results of this study illustrate that public service management, covering the dimensions of the tangible, reliabilities, responsiveness and dimensions of courtesy shows that partially there is no significant influence on the application of good governance. While the dimensions of the Security and the dimensions of competence partially have a significant effect on the application of Good Governance. Simultaneous test results show that the dimensions of tangible, reliability, responsiveness, courtesy, security and competency together have significant effect on the implementation of Good Governance to Kendari City Government. Changes in the good governance paradigm to new government or electronic government by implementing the technology-based work system and information with the supply of integrated software applications, online-based service systems that can be accessed by all communities or customers. Those are the effort that must be implemented in public organizations in Kendari Cit to improve excellent service and electronic system.

Keywords: Public Service Management, Good Governance, Kendari City

1. Introduction

Public sector management in the age of good governance is a limited framework for the political and administrative context to create a relationship between good governance and new governance by operationalizing of their concepts and linkages in public services. New public leadership skills are needed from a horizontal and vertical approach, to overcome various public services issues (Uddin et al. 2020). The demand for public services has increased both the quality and quantity, along with the increasing population, and increasing demands of community welfare and increasing environmental changes (Wipulanusat et al. 2018). In order to meet these demands, the readiness and the ability of the civil servant need to be increasingly improved in resulting harmony between demands and expectations. Community expectations, on the one hand, the ability of the public services in the implementation of service functions experiencing limitations. However, to reduce service gaps, the government bureaucracy must have high competence and continuously follow the developments in the community (Anthony et al. 2018). Interest in the concept of Governance compliance is currently a world-wide phenomenon resonating in all corners of life; private sector, public sector (government agencies), society, non-profit sector, and international institutions (Mardiasmo et al. 2008). All types of services are provided and given to the public by the Government workers, both the in the center and in the area (Robi 2016).

The phenomenon shows that services in public organizations in Indonesia have not fully satisfied, especially public service management in the sector still unsatisfied service, the availability of operational standards for service procedures, and service with a long time organized by administrative services at the public organization office in regional government, lack of readiness facilities and infrastructure services, the use of electronic government has not been adequate, and digital competence of the public services still relatively low thus the realization of transparency, effectiveness and efficiency to get to excellent service has not been achieved. Therefore, to support these efforts to change the concept of good governance towards open government or electronic government in the management of public services in the local government need to arrange adequate service readiness to address a good governance to the government that mediated online-based services (e-Government).

Changes in the public organization, need to establish the changes, namely the principle of good governance to new government or electronic government by implementing a technology-based work system and information employing integrated software applications, online-based service systems that can be accessed by all communities or customers are an effort that must be Implemented in public organizations in Indonesia as an effort to improve excellent service-based service functions and electronic governance as the novelty. There are various problems in the implementation of good governance at the regional government office, namely low optimalization service, low discipline of employees and the digital competence is inadequate (Neneng 2016). Based on the factors above, there is still a problem in implementing public services due to the lack of optimal implementation of the principles of good governance. The purpose of this study was to analyze the application of good governance in public services in regional government in Kendari City. This study provides a practical contribution for study in the future in establishing electronic variables Government and digital competencies.

2. Literature Review

Public service is an effort to meet the basic needs of the state and the civil rights of every citizen in the goods, services, and administrative services provided by public service providers (Neneng 2016). The quality of public services organization were affected by organizational culture profile, the use of activity management, total quality management and employee empowerment (Kevin and Graeme 2017). In the vocabulary of public administration "good governance" is a recent entrant within a context. There are three ways of understanding this new development. One: It is an attempt to widen

the scope of public administration by going beyond formal government. Two: It is an externally dictated term invented to prescribe aid-conditionality. Three: It is a genuinely democracy-intensifying concept- to make public administration more open, transparent and accountable (Srivastava 2009). In practice, the concept of good governance could be achieved through many tangible things, including free, fair, and regular elections; a representative parliament that makes regulations and provides supervision; and an independent and accountable judiciary that interprets laws, promotes human rights and the rule of law (Arif 2011). Public administrators are moving away from managing people inside government who directly provide services, and toward coordinating services that are provided by an array of public, private, nonprofit, and faith-based organizations (Trevor et al. 2006). The implementation of good governance is related to eight essential indicators: the rule of law, stakeholders, transparency, community participation, equality, efficiency, effectiveness, and consensus-oriented (Haitami and Rengganis 2021). Government actions or decisions to carry out a service that is seen to have a good influence on people's lives are classified as public services. Public service is sometimes used to explain the selection of particular service acts that are extremely distinctive or specialized, such as in the service sector of public facilities, transportation, education, health, housing, or welfare. The term "public service" refers to numerous service tasks such as decision making, execution, and assessment (Firdaus and Susi 2016). Good governance practices for human rights can empower members of disadvantaged and minority groups to defend their rights by ensuring their inclusion and representation in politics and policymaking (United Nations 2007).

Good governance as an efficient public service, a reliable justice system, and government responsible for its efficient public, a reliable justice system, and government responsible for the public (Anastasia and Athanassios 2021). The application of Good Governance in public services in Sukolilo Surabaya Subdistrict has shown a fairly good category both good governance variables and public service variables. Moreover, The presence of Good Governance is expected to be able to restore public trust to the government bureaucracy. Where Good Governance principles such as Accountability and Transparency are needed. (Theetol et al. 2017). Study by Jindra and Vaz (2019) suggests that there is a direct effect of good governance on multidimensional poverty and that good governance is associated with reduced horizontal inequalities. Indeed, that good governance can play a role in reducing multidimensional poverty, they also suggest that governance reforms alone might not yield the desired effect for all countries. Moreover, a study with research focus on this research consists of 6 dimensions, namely: reliability, responsiveness, assurance, empathy, tangibles, and complaints handling service. The results of this study can be concluded that from 6 dimensions above the highest level of quality is the handling of complaints suggestions and inputs while the lowest is the empathy dimension. For the satisfaction of the society from the highest dimension is on handling complaints suggestions and inputs while the lowest is on the dimensions of reliability (Istiqomah 2017). Good governance generally influences the behavior of citizens against the government, the relationship between good governance and public beliefs and e-government plays the role of mediation in the relationship between Good Governance and Public Trust (Heungsik and John 2016).

3. Methodology

3.1 Research Design

The design of this study uses a positivism paradigm with the type of explanatory research that data collection is carried out in a correction of the explanatory research which is intended to provide an explanation of the effect of causal among the variables through hypothesis testing or aims to obtain appropriate testing in drawing causality conclusions (cause and effect) among variables and alternative actions. The population of this study based on the civil servant as public services of the Kendari City Government. Determination of samples by cluster random sampling is 128 respondents

as the employees who served in the public service office for collecting data based on the questionnaire.

3.2 Data analysis

This study uses data analysis method using descriptive statistics and methods of Structural Equation Model (SEM) analysis with SmartPLS software version 2.0. Which is run with computer media. PLS (Partial Least Square) is a structural equation analysis (SEM)-based variant which is simultaneously able to test the measurement model and structural model testing (Joe et al. 2017).

3.3 Model measurement (Outer Model)

Outer Model is often called Outer Relation or Measurement Model which defines how each indicator block is associated with latent variables. Blocks with reflexive indicators can be written equations as follows:

$$X = \hat{x} \xi + \epsilon_x \dots\dots\dots (1)$$

$$Y = \hat{y} \eta + \epsilon_y \dots\dots\dots (2)$$

Where X and Y are indicators of variables for the latent variable exogen and endogenous ξ and η , while \hat{x} and \hat{y} are matrix loading which describes the simple regression coefficient that connects latent variables with the indicator. The residual measured by ϵ_x and ϵ_y can be interpreted as a measurement error. The measurement model (Outer Model) is used to test the validity of the construct and reliability of instruments. Validity test is done to determine the ability of research instruments measuring what should be (Trengeonowati and Kulsum, 2018).

Reliability is a quality characteristic of a construct; it necessitates a high level of correlation among the construct's indicators. Hair et al (2010) defines dependability as the extent to which a variable or group of variables is consistent in what it is designed to assess. Cronbach alpha and composite reliability are two commonly used build reliability metrics. Coefficient alpha is a more conservative measure of items that assesses the dependability of a multiple item scale. When the Cronbach's Alpha value of a construct is 0.7 or greater, it is considered to have attained internal dependability (Nadira et al, 2016). Convergent validity refers to how well a measure corresponds with another measure of the same construct. In order to examine a measure's convergent validity in PLS, the average variance extracted (AVE) and item loadings are calculated (Hair et al.2013). An AVE score of 0.50 or more implies that the construct explained more than half of the variation of its indicators on average. An AVE smaller than 0.50, on the other hand, suggests that more error exists in the items than the average variance explained by the structures. As a result, an AVE value more than or equal to 0.50 is considered acceptable (Hair et al. 2013).

3.4 Model of structural equation analysis

Goodness of Fit Model is measured using R-square dependent latent variable with same interpretation as regression; Q-Square predictive relevance for the model structural model, measuring how well the conservation values are generated by the model and also parameter estimation. Q-square value > 0 indicates the model has a predictive relevance; conversely if the value of Q-Square 0 indicates the model lacks predictive relevance. Q-Square calculation is done by the formula:

$$Q^2 = 1 - (1-R_i^2) (1-R_j^2) - (1-R_p^2) \dots\dots (3)$$

3.5 Hypothesis test

The resampling approach allows for the use of distribution-free data, does not need the assumption of a normal distribution, and does not necessitate a high sample size (recommended for a minimum

sample of 30). The test was performed using the t-test, and if the p-value 0.05 (alpha 5%) was achieved, it was determined to be significant, and vice versa. If the results of hypothesis testing on the outer model are significant, it means that the indicator may be used to assess latent variables. Meanwhile, if the test findings on the inner model are significant, it may be concluded that latent variables have a substantial influence on other latent variables (Nyoman and Sumertajaya 2008).

4. Results and Discussion

4.1 *Effect of Tangible to the application of Good Governance*

The upcoming discussion will be based on the outcomes of the data analysis. The discussion was carried out by seeing the causality relationship that occurred as a proof of the hypothesis raised in this study. Theories or results of empirical studies that have been carried out by the previous researchers will be used in discussing the results of the study, whether the theory or the results of the study support or contrary to the results of hypothesis testing carried out in this study. The results of the analysis of the influence both partially and simultaneously the management of public services on the application of good governance in the Kendari City Sub District Office shows the relationship and influence of the hypothesis test set from 6 (six) dimensions that have 4 dimensions do not have a significant effect on the application of good governance only 2 dimensions that have a significant effect. Tangible dimensions do not have a significant effect on the application of good governance where data test results indicate that the t count test value is $0.105 < t \text{ table } 1,980$ and a significant value of $0.916 > 0.05$, the H_1 is rejected means there is no significant influence. This addresses that the effect of tangible on the application of good governance is still weak. The view was reinforced by the theory raised by (Carrion et al. 2016). that the dimensions of Tangible, consisting of indicators of physical facilities, personnel and communication. This view provides an overview that the management variables of the public service whose dimensions are tangible whose indicators are physical facilities, personnel and communication do not affect the desires of good governance meaning that the management of public services carried out by the Kendari City Village Office is not influenced by the availability of facilities or equipment such as computer availability, and the availability of other facilities as well as the availability of staff or other personnel besides that also communication factors are not indicators that must be determined in improving public service management. Another view was stated by (Hensele et al. 2020) suggesting that tangible (tangible), namely the appearance of physical facilities, equipment, personnel, and communication media. In general, the above theory can still be used to measure the performance of public services provided by government agencies.

Because the service civil servant does not have the slightest reason not to be oriented to total customer satisfaction, even customer's sweetness can be used as a barometer in measuring success in service. To achieve this the government should not avoid the principle of service to be done wholeheartedly. However, the results of hypothesis analysis show that one of the tangible indicators (tangible) is not a supporting factor for public service management in the application of Good Governance. One item shown in the tangible dimension includes a) the convenience of officers in providing information to the community; b) There are guidance officers to the community who receive services; c) convoluted services in service, D) and availability of equipment and equipment, employment, adequate service room, the convenience, comfort and availability of other facilities has no effect on the application of Good Governance. It was concluded that the tangible dimensions of the elements include the convenience of officers to the people who received services, giving guidance by employees, non-convoluted services and the availability of service facilities and infrastructure to provide convenience and comfort and other facilities not affect the application of Good Governance. The results of this study are in line with the research conducted by (Wetzels et al. 2019), indicating that good governance cannot affect efficiency in the field of education policy.

4.2 *Effect of Reliability to the application of Good Governance*

Reliability necessitates governance that is devoid of distortive incentives, such as corruption, nepotism, favoritism, or capture by limited private interest groups; protects property and personal rights; and achieves some level of societal stability. This provides the level of dependability and predictability required for businesses and people to make sound decisions.

(https://www.gdrc.org/u-gov/doc-oecd_ggov.html). One effort to support Good Governance in this paper is needed by the management of public services as stated by Young et al. (2019) states that effective service management requires focus institutions from creating quality products and power benefits, become the overall quality and benefits which includes aspects of relations with service users. Williams et al. (2020) mention that "good service is a favorable business". One of the dimensions in public service management is reliability or the capabilities of the service unit in creating the promised properly (Stout 2018). The results of the hypothesis test analysis show that there is no significant effect of reliability dimensions to the application of good governance, where data analysis tests Shows the value of t count $0.681 < t$ table $1,980$ and significant test $0.490 > 0.05$ then H_1 is rejected meaning there is no significant influence which has been set, besides that officers always hold honesty in providing information to the people who request services, as well as sub district office employees in the service process to the public have been carried out fairly or does not discriminate each community who receives service. The results of this study were in line with the research by Siciliano et al. (2021) that the quality of letter of permission public services in South Tangerang City was assessed from the perspective of the good governance category.

Based on the above description it can be concluded that the reliability dimension affects the application of good governance with the dimensions of reliability which indicators include services in accordance with procedures, honesty in providing information, the time provided in each service element, and a fair attitude in providing services. To be expected by the Employees of Kendari City Village can be maintained and developed in the coming years thus the quality of public service management can increase so that good governance can be realized towards excellent service and open governance.

4.3 *Effect of Responses to Application of Good Governance*

A good governance is an understanding of the principles contained in the implementation of good governance and is responsible for achieving the application of political, economic and administrative authorities. According to the OECD and World Bank (Ugyel 2016), As a policy effort, the good governance exercise had a significant influence on Bhutan's public administrative system, bringing to the forefront difficulties that conventional public administration faces, such as bureaucratisation and politics-administration connections. The Good Governance exercise also proposed a number of administrative reorganization ideas, which were put into action. Good governance as the implementation of solid and responsible development management that is in line with democracy and efficient markets, the avoidance of the allocation of rare investment funds, and political and administrative corruption prevention, run budget discipline and the creation of a political and legal framework for the growth of entrepreneurial activity.

One factor that supports the realization of the implementation of Good Governance is the Dimensions of Responsiveness in Public Services But the results of this study indicate that there is no significant influence between responsiveness to the application of good governance in the Kendari City Village office where the data analysis test results show a t count value of $0.874 < t$ table $1,980$ and Significant value $0.384 > 0.05$ then H_1 is rejected meaning there is no significant influence. Dimensions of responsiveness that are used as a benchmark are responsive employees for problems or complaints from people who need services. What is a public complaint in the public service process can be solved by officials or sub district employees by providing appropriate and clear information so that people feel satisfied and understand the issue of the service they receive. In

addition, other inductors to measure responsive are employees to master regulations relating to services, meaning that employees can carry out the operational standards of services in the main office of the main service with public services. This service standard in the form of a policy set by the Kendari City Government in the form of a public service standard policy. Another factor that becomes a benchmark for the responsive dimensions of the application of good governance at the office of the sub district is that employees have been capable of providing services to the public. This skill is one of the causes is the existence of education and exercises about public service management carried out by sub district office employees. Another factor is the mastery of rules and administration in public services so that the village office employees consider that the community who needs services is the king that must be served well and is the responsibility of employees to serve every society that requires service. According to the provided by previous research, Siciliano et al (2021) said that intergovernmental collaboration performance is hardly ever investigated, either in terms of the effects of individual agreements or the networks formed by many agreements. The attributes (structure, composition, and stability) of the networks that arise from local government officials' efforts to solve significant public problems are typically invisible to the broader public, state policymakers, and even the local officials themselves. This finding shows that the features of these networks of agreements influence their impact on solving public issues, implying that policymakers might encourage more successful arrangements.

4.4 *Courtesy influence on the application of good governance*

The success of accomplishing tasks and monitoring government performance through bureaucracy is measured through public services. All players from the aspects of good governance regard public services as the primary mover and shaker. The phenomena of public service by government bureaucracy is riddled with issues, such as lengthy service processes, unpredictability of time and price, which makes services difficult to get equitably by the community (Neneng 2016). Another opinion was also stated by Mcdonald et al (2021), explained Courtesy was a friendly, friendly attitude or behavior, responsive to the wishes of consumers and wanting to make contact or personal relationships. The results of the data analysis show that there is no significant influence on courtesy dimensions of the application of good governance in the employee of the Kendari City Village Office where the data analysis test results show that the value of t count $0.995 < t$ table $1,980$ and a significant value of $0.322 > 0.05$, the H_1 rejected means there is no significant person. The factors that influence the courtesy dimension include: a) employee behavior that provides a sense of justice, meaning that village office employees in providing services to community do not discriminate between society, both viewed in terms of social, kinship and family status, but Employees remain professional in carrying out public services; b) The special concern of the Head of Office of the sub district office on the problems faced by the community who need services meaning that if there are people who have the problems that are urgent, the Head of the Office gives special attention to handle it politely and friendly employees of the sub district office in providing services mean that employees are in providing services to the community politely and friendly behavior so that the community feels satisfied with the services they receive, because the community feels friends with employees at the sub district Office and d) As well as the level of harmony of relations between employees or service officers means that in the provision of Public Services Office that there is harmony of the relationship between employees and between parts so that the service task is carried out in a sustainable. It can be concluded that there is a courtesy influence on the application of good governance including fair employee behavior, there is special attention to the recipient of the service to the problems faced, polite and friendly behavior in providing services, and harmony in the relationship between employees of the Kendari City sub district Office.

4.5 Security influence on the application of Good Governance

The service provided must be guaranteed free of various hazards and risks (Sievert 2021), another view stated by Neneng (2016) suggests that to measure the performance of public services provided by government agencies. Good governance techniques may be implemented in phases based on the capabilities of the government, civil society, and market systems. Attempts to relate good governance with public service are not new. However, the link between the concepts of good governance and public service is extremely evident.

The results of the data analysis show that there is a significant effect of the Security Dimension on the application of Good Governance at the Kendari City Village Head Office. The factors that influence the courtesy dimensions include: a) there is a sense of security in receiving services, meaning that people who receive services feel safe there is no threat they get while receiving services at the sub district Office; b) facilities and infrastructure services received are assessed It is safe for him so that the community feels confident that the service received will not be misused by irresponsible parties; c) the existence of legal guarantees for people for services received, meaning that the results of the service received are guaranteed by law and in accordance with applicable rules that the community feels that there is a security guarantee of the service process that is received both physically and security in the form of self-data submitted to the Head of the sub district Office. In line with the previous research stated by (Milissa and Cheung (2010) stated that Good Governance generally influenced the behavior of citizens against the government and there was a relationship between good governance and public trust and e-government played the role of mediation in the relationship between good governance and public trust. It can be concluded that there is a security effect on the application of good governance including the security of the service environment, security for facilities and infrastructure, there are legal guarantees in the service process at the sub district Office.

4.6 Effect of competence on the application of good governance

Quality is a dynamic condition that affects products, services, humans, processes and the environment that meets or exceeds expectations (Dickinson and Yates 2021). The concept of quality is regarded as a measure of the perfection of a product or service, which consists of design and conformance. Design quality is a specific function of a product or service, conformity quality is a measure of how much the level of conformity between a product or service and previously determined requirements or specifications quality, and service quality is a measure of how well the level of service provided is able to match customer expectations (Maruf, K. 2021).

The results of the data analysis show that there is a significant effect of the competency dimension on the application of good governance in the officers of the Kendari City sub district Office where the data analysis test results show the value of t count $6,427 > t$ table $1,980$ and the significant value of $0.000 < 0.05$ then H_1 is accepted, meaning there is a significant influence. The factors that influence the competency dimension include: a) The level of knowledge and understanding of service standards, meaning that the knowledge of the village office employee apparatus has sufficient levels of education in carrying out service tasks; b) ability and technical skills levels of operational, especially in the field of computers and other skills in giving public services; and c) sub district civil servant has a skill or expertise as a public servant officer because it has been equipped with technical training on public services. This research is in line with previous research by Ustuner and Yavuz (2017) that the good governance of the Turkish state governance positively and significantly affects the efficiency of the public sector in the fields of administrative, infrastructure, and stability policies. It can be concluded that there is an influence of competence on the application of good governance including adequate levels of education, operational technical skills, the existence of skills and expertise in providing public services.

5. Conclusion

Based on the study findings and discussion, the following conclusions may be drawn: the adoption of Good Governance has no substantial effect on the Tangible Dimensions, Reliability, Responsiveness, and Courtesy at the Kendari City Village Office. Meanwhile, the Security and Competent Dimensions of Good Governance Application at the Kendari City Sub District Office have a significant influence. Additionally, the elements of Tangible, Reliability, Responsiveness, Courtesy, Security, and Competency have a concurrent large effect or jointly aspects on Good Governance implementation. Another significant effect or r square test for the impact of public service management on the implementation of Good Governance at the Kendari City Village Champion Office is 72.80 percent, with the remaining 27.20 percent attributed to concerns outside the scope of the inquiry. The characterization reveals that one (tangible) dimension has no effect when simultaneous tests have the sixth effect on the dimensions of public service management against the application of Good Governance at the Kendari City sub district Office of the six dimensions of public service management indicated in this study to measure its influence on the application of Good Governance.

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