



## Factors that Determine Apparatus Performance Improvement in Realizing Good Governance

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### **Abstract**

Improved apparatus performance is needed to support the realization of Good Governance, therefore it is necessary to look at the factors that determine the Apparatus Performance Improvement. The purpose of this study is to analyze the factors that determine the improvement of the performance of the state apparatus in realizing good governance in Luwu Regency. The research method used is descriptive method with the object of research is a local government organization that includes, Agency, Offices and Work Units in Luwu Regency. Furthermore, the sample size of each agency is determined proportionally on the basis of the large population in each agency regarding the program and the results of the agency's performance evaluation. The minimum sample size is 98 respondents. The results of the study showed the availability of funds to support the implementation of public service tasks in Luwu Regency government agencies had been carried out properly, increased apparatus performance by increasing public trust in agencies, transparency, accountability of officials, and service certainty had been carried out by district government agencies Luwu well.

**Keywords:** *Performance Improvement; Apparatus; Good Governance*

### **Introduction**

Quality public services can be realized if the principles of good governance are implemented optimally. The issue of good governance began to enter the arena of development debate in Indonesia driven by the dynamics that demand changes on the side of the government and on the side of citizens (Huther & Shah, 2005). In the future, the government and political leaders in this country are expected to be more democratic, efficient in the use of public resources, effectively carry out more responsive public service functions and be able to formulate policies, programs and laws that can guarantee human rights and social justice (Blair, 2000; Sørensen & Torfing, 2009).

Indonesia equips itself with apparatus bureaucratic reform, where apparatus bureaucratic reform in governance and public services is more directed at creating professional and accountable apparatus performance (Labolo & Indrayani, 2017). The increasing quality of the performance and professionalism

of the apparatus is expected to accelerate the return of the level of public trust both nationally and internationally to state administrators. In the reformation, it also demands the commitment of the apparatus so that in carrying out its duties and functions, more and must side with the community. The apparatus siding with the community is the essence and core of reform in the field of public administration.

Some evidence that shows the still weak or low quality of the government apparatus, among others, there are still quite a lot of public complaints about the quality of the service of the apparatus, among the various apparatus performance is still happening and there is an emergence of elements of authority abuse, lack of law and justice and so forth as a source of Good Governance issues.

To overcome this problem, an increase in the performance of the government apparatus is needed. One way to do this is through Education and Training, which is expected to create good governance that can play an active role as a public servant by promoting the principles of transparency, responsibility, effectiveness, and efficiency, professionalism, and responsiveness to the demands and aspirations of the community (Simon et al., 2016; Insani, 2020).

Improving the performance of government organizations in accordance with their vision and mission by emphasizing the efficiency and effectiveness of the implementation of the duties and functions of the apparatus, government organizations can be more existent and able to meet the expectations of the people served with good strategy (Martono, 2013). In an effort to improve the performance of the government apparatus in realizing good governance (good governance), the factor of apparatus and institutional resources plays an important role.

In realizing good governance, several factors can affect the performance of government officials. These factors, if done well, the results can improve the performance of the apparatus as a public servant. Factors that support the principles of Good Governance include independence, credibility, transparency, accountability, and service certainty from the government (Swinburne & Castello-Branco, 1991; Kilpatrick, 2001). Based on this description, this study aims to analyze the factors that determine the improvement of the performance of the apparatus in realizing good governance.

## ***Methodology***

The object of this research is the regional government organization which includes the Office, Agency, Office and Work Unit in Luwu Regency. The population in this study was all of the Luwu Regency regional government apparatus, totaling 1,987 people, with the unit of analysis examined in general (description) representing all activities of the regional apparatus in carrying out its functional tasks. In this study, the sample size was around 48.7%. Because the agencies that are the observation units consist of the Department, Agency, Offices, and Work Units in the scope of Luwu Regency, the determination of the research sample uses a stratified random sampling technique. To facilitate data analysis, the questionnaire answers filled by respondents were arranged using closed questions type of each variable item and then analyzed using qualitative descriptive analysis.

## ***Results and Discussion***

### ***Independence***

To achieve independence in an organization, the apparatus in the organization should be supported by other organizational resources, such as funds and organizational facilities and infrastructures. Because when the apparatus in carrying out public service tasks in an organization,

without being supported by funds and facilities and infrastructure of the organization, the performance of the apparatus in the organization will not be able to increase, thus impacting on the realization of good governance.

Based on the results of the study obtained data that the facilities and infrastructure of the Luwu Regency government agencies, according to respondents is sufficient, so that the apparatus can carry out public service tasks well. Regarding this matter for more details can be seen in the following table presentation.

**Table 1. Respondents' responses to the condition of facilities and infrastructure at government agencies in Luwu Regency**

No.	Answer category	F	Percentage
1	Very available	20	20,41
2	Available	48	48,98
3	Available enough	30	30,61
4	Not available	-	0,00
	Total	98	100

Source: Primary data processing result

Table 1 shows that 48.98% of respondents stated that facilities and infrastructure at Luwu Regency government agency were available, and there were even 20.41% who stated that they were very available. With the availability of organizational infrastructure and facilities at the government agency has an impact on the performance of the government apparatus, where the apparatus can easily complete the tasks of public service because of the support of the infrastructure.

As for 30.61% of respondents who stated that they were sufficiently available, this was based on their view that in fact the facilities and infrastructure of government agencies were still inadequate because several agencies were seen from the aspect of facilities and infrastructure that were still lacking to cause the apparatus of the agency not to be can carry out public service tasks optimally, consequently, their performance cannot be optimized.

Based on the results in the previous table, if converted to an interval scale a score of 2.90 ( $\geq 2$  or  $<3$ ) is obtained. Thus, it can be said that the response of respondents to the availability of facilities and infrastructure in Luwu Regency government agencies is moderate. However, although some agencies have been declared to have the support of available facilities and infrastructure, in terms of funding or organizational funds, it is still considered by the respondents to be on average less available. This can be seen from the budget allocation allocated for routine expenditures which is still relatively lacking so that the effect has also affected the performance of the apparatus, where the incentives or salaries of officials are often paid late or sometimes not in accordance with the value of work that should be paid. As a result of limited funds and often a late payment of incentives or honorariums, officials have also affected the performance of the authorities concerned. To find out more clearly about the respondents' views on the availability of funds at the Luwu Regency government agency (Table 2).

**Table 2. Respondents' responses to the availability of funds to government agencies in Luwu Regency**

No.	Answer category	F	Percentage
1	Very available	6	6,13
2	Available	28	28,57
3	Available enough	30	30,61
4	Less available	34	34,69
5	Not available	-	0,00
	Total	98	100

Source: Primary data processing result

Table 2 shows that 6.13% of respondents stated that funding for agencies was very available, and the rest (28.57%) said that this figure provided a signal that some government agencies in Luwu Regency had sufficient funds in public service activities, but even so also seen, there are still some (34.69%) of respondents who stated that funds in government agencies were still lacking in carrying out government activities, mainly in carrying out public service tasks. This condition has had a significant impact on the performance of the apparatus so that officials at the government agency will have less than optimal performance because the funds needed to support the implementation of public service tasks are very limited.

Based on the results in the previous table, if it is converted into an interval scale the score value of 3.06 ( $\geq 3$ ) is high. Thus it can be said that the response of respondents to the availability of funds to support the implementation of public service tasks at Luwu Regency government agencies is high.

### ***Credibility***

The credibility of a government agency can be seen from the level of public trust in the agency concerned. This trust can be sourced from the ability of the agency concerned to meet the aspirations of the community in accordance with what is needed by the community.

Based on the results of the study obtained data that generally government agencies in Luwu Regency, in an effort to realize the creation of good governance has made various efforts by building public trust through excellent service systems. This system is carried out by beginning with increasing the performance of the government apparatus. Because when the performance of the apparatus is not prepared in advance, the excellent service as expected by the agency, will not be achieved. Therefore, with the public or public trust in the government agency, the performance of the apparatus will also increase, because the demand for community needs for the agency referred to in public service tasks will also increase. To find out how the respondent's response regarding the increase in apparatus performance with the existence of public or public trust in government agencies in Luwu Regency can be seen in Table 3 presentation.

**Table 3. Respondents' responses to the increase in apparatus performance due to community trust in government agencies in Luwu Regency**

No.	Answer Category	F	Percentage
1	Greatly improved	36	36,74
2	improved	58	59,18
3	Quite improved	4	4,08
4	Less improved	-	0,00
5	Does not improved	-	0,00
	Total	98	100

Source: Primary data processing result

Table 3 shows that 59.18% of respondents stated that the performance of the apparatus improved with the existence of public trust in government agencies, and in fact, there were 36.74% of respondents who stated that it had greatly improved. The increase was due to the community's need for services provided to these government agencies which also increased.

The 4.08% of respondents who stated that it was quite improved was based on their view that there were still a number of government agencies that still did not show an increase in public trust in the agency, so the performance of the apparatus in the agency also did not improve.

Based on the results in the table when converted to an interval scale, a score of 4.33 ( $\geq 3$ ) is obtained. Thus it can be said that the response of respondents to improving the performance of officials with an increase in public confidence in these agencies in the task of public service at Luwu Regency government agencies is high.

### ***Transparency***

Transparency is one of the main factors in building good governance because with the transparency carried out by government agencies in governance and development, it will directly have an impact on improving the image of the institution and at the same time improving the performance of the government apparatus.

Based on the research results obtained data that in general government agencies in Luwu Regency have realized the importance of transparency in budget management to be able to realize good governance. Therefore, in managing the budget the leadership always coordinates with related units in budget management, including the allocation of its use in the implementation of government and development activities, including in the implementation of public service tasks. To find out how respondents' views on the transparency of government agencies in Luwu Regency in managing the budget can be seen in the following table presentation.

**Table 4 Respondents' responses to the transparency of Luwu Regency government agencies in managing the budget**

No	Answer Category	F	Percentage
1	Very transparent	9	9,18
2	Transparent	79	80,61
3	Quite transparent	10	10,21
4	Not transparent enough	-	0,00
5	Not transparent	-	0,00
	Total	98	100

Source: Primary data processing result

Table 4 shows that 80.61% of respondents stated that government agencies in Luwu Regency were considered transparent in managing budgets, especially routine budget for public service tasks. In fact, there were 9.18% of respondents who stated that they were very transparent. This is based on their assessment that so far leaders in government agencies have always been coordinating with related units, and even with other relevant agencies in managing the intended budget. Especially before the budget was handed down to the relevant agencies, the budget had first been discussed in the Legislature in the implementation of the APBD discussion, so that each component of the public could directly access information about the amount of the public expenditure budget and the expenditure of the apparatus at each agency in Luwu Regency.

As for 10.21% of respondents who stated that they were quite transparent, this was based on their assumption that some agencies did not provide information to their apparatus about the amount of the budget that was managed at the agency concerned and was allocated to whatever the existing budget. There is even a tendency for the leadership to cover up the existence of the intended budget.

Based on the results in the table when converted to an interval scale, a score of 3.99 ( $\geq 3$ ) is obtained. Thus it can be said that the response of respondents to the transparency of government agencies in Luwu Regency in managing the budget is high.

### ***Public Accountability***

The accountability of government agencies to the public is closely related to the mission and goals of the organization that is in line with the aspirations of the community. The responsibility is also related to the tasks that must be carried out by the agency in the successful implementation of government and development activities. Therefore, the public will provide an assessment of the agency concerned, whether the agency succeeded or failed in carrying out the mission and objectives of the organization, as well as in carrying out government and development activities.

Based on the results of the field study, it was obtained data that in general respondents responded to government agencies by saying several government agencies in Luwu Regency could be said to have succeeded in carrying out the mission and objectives of the organization and in carrying out government and development activities, although there were also those that were considered unsuccessful. Regarding this matter for more details can be seen in Table 5 presentation.

**Table 5. Respondents' responses regarding the success of Luwu Regency government agencies in carrying out the mission, objectives, and activities of government and development**

No	Answer Category	F	Percentage
1	Very successful	9	9,18
3	Successful	79	80,62
3	Pretty successful	10	10,20
4	Less successful	-	0,00
5	Not successful	-	0,00
	Total	98	100

Source: Primary data processing result

Table 5 shows that 80.62% of respondents said that government agencies succeeded in carrying out the mission, objectives, and implementation of government and development activities. In fact, there were 9.18% of respondents who stated that they were very successful. This view is based on several indicators of success that have been achieved in the implementation of governance and development during the implementation of regional autonomy as seen from the increase in Luwu Regency Gross Regional Domestic Product (GRDP) wherein 1999, it increased by 5.12% from the previous year, in 2000 it increased by 18.87%, the year 2001 increased again by 16.72% and in 2002 increased again by 11.08%.

As for the 10.20% of respondents who said they were quite successful, this was based on their assessment that not all government agencies succeeded in carrying out the mission, goals, and activities of government and development even though the numbers were relatively small than those that succeeded.

The success of government agencies in carrying out the mission, objectives, and activities of government and development, has an impact on improving the performance of the apparatus because thus the public demand to always maintain that success, has caused the relevant agencies to have a high responsibility towards the public for always fulfilling the public's desire to still shows the successes that have been achieved by the relevant agencies.

Based on the results in Table 5, if it is converted into an interval scale the score value of 3.99 ( $\geq 3$ ) is high. Thus it can be said that the response of respondents to the success of government agencies in carrying out the mission objectives and activities of government and development in government agencies in Luwu Regency is high. Then, based on the results of the field study, it was obtained data that, apart from the success of government agencies in carrying out the mission, vision and organizational goals, one part of public accountability has been carried out by government agencies, where each apparatus through their respective institutions has carried out transparent accountability to the public in terms of the use of funds in relation to public services. For more details can be seen in the following table presentation.

**Table 6. Respondents' responses regarding the accountability of the apparatus in the transparent use of funds in public service activities**

No	Answer Category	F	Percentage
1	Transparency is accounted for	80	81,63
2	Less transparent accountability	14	14,29
3	Not accounted for transparently	4	4,08
4	Do not know	-	0,00
	Total	98	100

Source: Primary data processing result

Table 6 shows that 81.63% of respondents stated that the apparatus in government agencies had carried out accountability transparently in terms of the use of funds to the public through their respective institutions so that the public could directly know the number of funds used in these public services.

As for 4.08% of respondents who stated that the apparatus does not transparently account for the public in terms of the use of funds, this is related to their view that ideally every apparatus that provides services to the public, should be transparent about what funds are managed and the allocation of how much each activity is and to finance anything in the fabric with public services, so that in this way it can be said that the apparatus has transparently accounted for the use of funds in the public service.

Based on the results in Table 6, if it is converted into an interval scale a score of 3.78 ( $\geq 3$ ) is obtained. Thus it can be said that the response of respondents to the accountability of officials in a transparent manner in the use of funds in public services at government agencies in Luwu Regency is high.

### ***Certainty of Service from the Government***

In an effort to create good governance, the fair enforcement of the law in government agencies and the community that is manifested in the form of certainty of service from the government is one of the main factors, especially the issue of justice and equal rights between one group of people with other community groups. so that with a sense of fairness and certainty the services provided by the government received by the community can also have an impact on improving the performance of these agencies (Lind & Van den Bos, 2002).

Based on the results of field studies obtained data that in realizing the creation of good governance, the government agencies have tried their utmost to create the realization of service certainty, by providing certainty, precise, optimal and satisfying services, so that each apparatus in carrying out its duties public service officers can feel they have a high moral responsibility to provide good service so that it gives an influence on improving the performance of the authorities concerned. Regarding this matter, it can be seen from the responses of respondents presented in Table 7.



**Table 7. Respondents' responses regarding the implementation of service certainty from the government in Luwu Regency government agencies**

No	Answer Category	F	Percentage
1	Very implemented	10	10,20
3	implemented	83	84,69
3	Simply implemented	5	5,11
4	Poorly implemented	-	0,00
5	Not implemented	-	0,00
	Total	98	100

Source: Primary data processing result

Table 7 shows that 84.69% of respondents stated that service certainty had been carried out by the Luwu Regency government agency. In fact, there is 10.20% stated that it was very implemented. The response is based on their assessment so far, where the leaders of agencies have provided guarantees of the certainty of services provided to all service users, in this case the community so that this condition has been able to improve the performance of the apparatus because each officer feels he has a moral responsibility high to carry out their duties properly in relation to these services.

As for 5.11% of respondents who stated that it was sufficiently carried out, this was based on their assessment that although some agencies had provided certainty in services, there were still a small number of government agencies that were still half-way in carrying it out, so this situation also affected the performance of the apparatus because the apparatus lacks strong motivation and motivation in carrying out public service tasks.

In addition, the certainty of service from the government can also be seen from the government's desire to truly uphold a sense of justice to the community, especially in public service activities. Because if the community does not feel the existence of equal rights and obligations and guarantees a sense of justice in public services, then this condition will also affect the credibility of government agencies and at the same time will also affect the performance of officials involved in public service tasks.

Based on the results in Table 7, if it is converted into an interval scale the score value of 4.05 ( $\geq 3$ ) is high. Thus it can be said that the response of respondents to the implementation of the rule of law in government agencies in Luwu Regency is high.

### **Conclusion**

The availability of funds to support the implementation of public service tasks in Luwu Regency government agencies has been carried out well, improving the performance of officials by increasing public trust in these agencies in public service tasks in Luwu Regency government agencies, the existence of transparency of government agencies in Luwu Regency. well, the accountability of the apparatus in a transparent manner in the use of funds in public services at government agencies in the Regency is carried out properly, and the certainty of service has been carried out by the Luwu Regency government agencies properly.

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