

## ANALYSIS OF THE IMPLEMENTATION FOR GOOD GOVERNANCE ON THE DEVELOPMENT OF LOCAL GOVERNMENT IN MAKASSAR CITY

**Mahar Muharram Hamzah Assabrun Malik\***

Department of Political Science, Universitas Andi Sudirman

Email : [maharmuharramham@gmail.com](mailto:maharmuharramham@gmail.com)

### ABSTRACT

*The aim of this research is to analyze the Implementation of Good Governance to see the development and growth of the Makassar city regional government. This type of research uses qualitative research. The results of this research show that the development and growth of local government in the city of Makassar is based on the results of research and discussions. The implementation of the principles of Good Governance in the Makassar City Government has gone quite well, but is not yet optimal. The conclusion in this journal is that the principle of transparency, weakness of information management, government transparency, has not been well developed. Furthermore, the implementation of the principle of responsiveness of the authorities tends to be slow with the waiting time for dispute resolution being perceived to be long. The principle of public accountability really hopes that the form of accountability reports needs to be published through the media. And the author's suggestion is: In an effort to optimize the implementation of the principle of participation in the city government, it is necessary to carry out regular and programmed public debate activities every week down to the village level, and form advocacy institutions at the sub-district level. In an effort to optimize the implementation of transparency principles, city governments need to develop a government transparency management information system through e-government. And in an effort to optimize the implementation of the principle of responsiveness, it is necessary to form a Community Dispute Resolution Team.*

**Keywords:** *Good Governance, Public Administration, Implementation*

### INTRODUCTION

The presence of the government in a country is an important component in the implementation of all policies that apply in the country. To achieve a better, more just, and prosperous society, the government of each country is tasked with carrying out development with the aim of moving forward from the lowest level to the center (Sastrawati, 2019). What the bureaucracy supports in carrying out its responsibilities if successful, will undoubtedly change the function of the government in ensuring the welfare of the people (Yusriadi et al., 2017) People as

principals want their government to be managed properly, so that fraud that will harm many parties does not occur. The government acts like an agent trying to manage the government well, including in terms of regional financial management. The government's financial management.

The paradigm of government administration has become a shift from the paradigm of "rule government" to "good governance". The government in organizing government, development and public services according to the paradigm of "rule government" always relies more on applicable laws and regulations (Tuahena & Ratih, 2018). Government must be managed based on professional qualifications that lead to the performance of human resources in public organizations so that in the implementation of good governance based on the performance of public organizations (Tangkilisan, 2005). The principle of good governance applied well to local governments shows good local government performance (Basri et al., 2021). The World Bank in (Mardiasmo, 2021) states that good governance is a solid and responsible management. Governance is the key to government management so that the objectives of the government are achieved effectively and efficiently.

Law Number 23 of 2014 concerning local government is the basis for good local government implementation, this can be seen in article 67 which reads "local governments are obliged to apply the principles of good and clean governance. The governance expressed by The United Development Program (UNDP), in (Arisaputra, 2013) is : "Governance is the exercise of economic, political, and administrative authority to manage a country's affairs at all levels and means by which states promote social cohesion, integration, and ensure the well being of their population." Sementara itu, (Sukarmini & Idrus, 2020) Explaining good governance as "the process of exercising state power in carrying out provision public goods and services. This demand must be addressed properly by the government by making various improvements and changes that lead to good governance which will ultimately create improvements in the quality of public services (Kettl, 2000). It can be said that good governance has an estuary to improve the quality of public services (Kamelia & Veranita, 2022).

The administration of government by the apparatus at the Regional Government office has not been optimal. The performance of the organization is less or even not encouraging. In addition, the ineffectiveness of local government laws and regulations is the main concern of academics and practitioners to improve and reorganize the government system.

Actually, if we look at the paradigm of good governance that is developing today, it is a global trend and demand in a democratic political system. In the theory and practice of modern government, it is taught that to create the good governance, it is necessary to decentralize government. This is in line with the problems faced by developing countries such as Indonesia, which is still preoccupied with democratic transition agendas such as; separation of powers between the judiciary, executive and legislature; division of power among central, regional and local governments; The separation of power or authority between state and society, and the separation between individual rights and communal power, all of which boil down to autonomy initiatives.

Basically, good governance as an analytical tool and capacity building as a tool for action is actually closely related to efforts to "downsize" the role and scope of government on the one hand and on the other hand with efforts to increase the role and scope of the 'market' as the main or perhaps the only alternative way to increase the progress of developing countries such as Indonesia, or specifically defined as economic progress or growth at all levels of society.

Good Governance is philosophical', 'theoretical' and 'analytical' which is very useful as a foundation for improving ideology, paradigm, culture and governance management (public management). The concept of governance is not only aimed at internal organizational orientation, but also at external aspects, outputs, outcomes and impacts, namely efforts to realize prosperity that is just and just, prosperity for its people as a parameter of high-performance governance. In addition, this idea certainly also intersects with the desire to increase the competitiveness and innovation of public apparatus both at the local, national and global levels.

One form of indicator to measure and assess government performance, especially in formulating and realizing the development of a region, is the implementation of Good Governance or good governance which has been regulated in law number 28 of 1999 concerning state administration. The emergence of Good Governance is a way for the community and government to support each other in carrying out the government process. Community involvement in planning and governance is basic in supporting the realization of Good Governance, especially in Makassar City. To measure the extent of the application of Good Governance principles in formulating regional development policies Santosa (2008) states that good governance means synergistic and constructive relationships between the state (government), private sector and society. In this case, it is a government that develops and applies the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, rule of law and can be accepted by all people.

The basic assumption of good governance is the creation of cooperation or synergy between governments that provide rules and policies, so, good governance is essentially an effective and modern government, namely a democratic governance whose main element is community participation (Thomas, 2012). Meanwhile, decentralization of autonomy, when referring to the development of the latest literature, tends to be hinted at as the basis for good governance.

The importance of implementing the principles of good governance for non-profit organizations is to improve performance in running the wheels of the organization. Good governance is a conception of clean, democratic, and effective government in accordance with the ideals of the formation of a civil society. Good governance is a government that builds and applies the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, legal supremacy and can be accepted by all people (Ramadhan & Suryaningrum, 2020).

Mushi (2011) conducted a research on the Implementation of Good Ngo Governance in Local Non-Governmental Organizations (NGOs), finding varying

results on the application of Good governance principles. This illustrates that the implementation of Good governance still has to be perfected so that Good governance can be used as a foundation in organizational activities. In line with research conducted by Ramadhan & Suryaningru (2020) examining the Analysis of the Application of Good Governance Principles on the Financial Performance of Non-Profit Organizations also found results that need to be improved and perfected so that the implementation of Good governance can be in accordance with the expected goals.

Efforts to realize good governance in Indonesia will certainly not be easy to do by referring to the experience in a number of countries. Goetz (2004) notes that the main conditions that must be raised to support governance reform are a combination of institutional factors and characteristics of policy design. This will be related to the determination of the deadline for reforms made by formal institutions that have legitimacy and are sustainable; handing over responsibility for implementing some of the reforms to lower levels of government; changes in the composition of the government elite to minimize the influence of the old power holders; the phasing of the reform agenda to be carried out; the deep diversity and capabilities of civil society; as well as adequate technical capacity of the institution. In line with Goetz's proposal above, the implementation of regional autonomy that currently exists is felt to be able to support efforts to realize good governance in Indonesia.

However, it is necessary to make a number of efforts in reforming the existing bureaucracy in the region as suggested by (Kurdi, 2016), namely: debureaucratization of the internal structure of the bureaucracy; modernization of bureaucratic processes; and increasing the capacity of the bureaucratic apparatus. Through these reform efforts, it is hoped that the existing bureaucracy can become an adequate bridge in the process of implementing the concept of good governance. In addition, in carrying out these reform efforts, according to the author, it is also necessary to pay attention to the existing conditions of our bureaucracy. In a sense, we need to find out where our bureaucracy is today, whether it still adheres to the classical paradigm, NPM, or even has led to good

governance. For this reason, it is necessary to map the condition of our bureaucracy, so that through this mapping effort it is expected to help in designing a more appropriate and adequate bureaucratic reform strategy.

In line with the applicable laws above, the main key to the success of public service delivery is good governance. Wasistiono (2002) suggests that the demand for good governance arises because of irregularities in the implementation of democratization so as to encourage citizen awareness to create a new system or paradigm to supervise the running of government so as not to deviate from its original purpose. Furthermore, (Purnomowati, 2014) also added that efforts to involve the community (stakeholders) in the implementation of development, can only be realized if democratic life runs well. The democratization process will run well if the rule of law is created supported by good governance. Thus, Good governance is a new paradigm in governance that involves collaboration between the government and the private sector and the community. Governance as a form of socio-political interaction between government and society in facing various contemporary problems that are so complex, dynamic and diverse (Hamid, 2022)

In order to achieve good governance, in order to achieve high government performance, the 3 pillars of good governance: accountability, transparency, and participation must be implemented properly through concrete actions in the form of revitalization, namely the injection of good governance values in the practices of conducting public affairs (management) with a real formal legal basis. By providing opportunities for the wider community to find out various information about government administration, it can facilitate public efforts in assessing the government's partiality towards the public interest. The public can easily determine whether to give support to the government, or vice versa, criticism and protests made so that the government is more in favor of the public interest. Moreover, the right to obtain information is the human right of every citizen in order to be able to assess government performance appropriately (Muis et al., 2014).

Governance, which translates into governance is 'the use of economic, political and administrative authority to manage state affairs at all levels' (Dwiyanto, 2003). Governance encompasses all mechanisms, processes and institutions by which citizens and community groups express their interests, exercise legal rights, fulfill obligations and bridge differences between them, fulfill obligations and bridge differences between them. Furthermore, it is stated that in the context of development, the definition of governance is a mechanism for managing economic and social resources for development purposes, so that good governance, thus, is a mechanism for managing substantial economic and social resources and its application to support stable development with the main condition of being efficient and relatively equitable.

## **RESEARCH METHODS**

The research approach used is a qualitative approach, with a type of descriptive research that provides an overview of the implementation of good governance principles in the Makassar City Government. Data sources in the study consist of primary data and secondary data. The informants in this study were determined based on the consideration that the informants understood about the process of implementing good governance in the Makassar City Government, which was confirmed to 20 informants. Data analysis techniques with data analysis steps as follows: Data reduction, data display and conclusion drawing and verification To provide an overview of data about research results, the following procedures are carried out: data presentation stage, comparison stage, and research result presentation stage.

## **RESULTS AND DISCUSSION**

Based on Makassar City Government Regulation Number 8 of 2010, the implementation of the Bone Bolango Regency Government is led by the Regent of Bone Bolango Regency. Organizationally, the Regent oversees the Regional Secretariat, the Secretariat of the Regional People's Representative Council, Regional Offices, Technical Institutions, Regional Development Planning

Agency, Inspectorate, Civil Service Police Unit, Regional General Hospital Based on Makassar City Government Regulation Number 8 of 2010, the implementation of the Bone Bolango Regency Government is led by the Regent of Bone Bolango Regency. Organizationally, the Regent oversees the Regional Secretariat, the Secretariat of the Regional People's Representative Council, Regional Offices, Technical Institutions, Regional Development Planning Agency, Inspectorate, Civil Service Police Unit, Regional General Hospital. In organizing the government, the Regent is assisted by Expert Staff for Public Policy and Law, and Expert Staff for Economics, Finance, and Development.

The vision of Makassar City is: "The realization of an independent society, entrepreneurial culture and relying on religious morality within the framework of the Unitary State of the Republic of Indonesia". The mission of Makassar City is: "The realization of a democratic system and the rule of law through the practice of clean, transparent and professional governance, restructuring, refunctionalizing and revitalizing government, community, customary institutions as a vehicle towards the realization of Entrepreneurial Government and an independent community Increase the role of the community as partners and main actors of regional development.

There are 3 (three) focus sectors that are expected to become the base sectors of regional development within the next 5 (five) years, namely: the education sector, the health sector and the regional infrastructure sector. The development of these three base sectors is directed to become the main support and open opportunities for the development of other regional development sectors. Meanwhile, to strengthen growth power for regional economic development in the next 5 (five) years, strategic programs that will become leading programs, namely: 1) Human Resource Development. 2) Regional Tourism Development. 3) Agricultural and Fisheries Business Development. 4) Development of industrial businesses based on local resources (resources base).

The results of the interview on the implementation of good governance principles in the Makassar City Regional Government are summarized in the following description: in general, the application of good governance principles in



the Makassar City regional government has been running but has not been effective. This can be seen from the level of application of the principle of participation, the principle of transparency, the principle of responsiveness, the principle of accountability in the Makassar City Government, has not met the expectations of the community and the mandate of the regional autonomy law, namely the realization of good and clean government.

This can be seen from the level of application of the principle of participation, the principle of transparency, the principle of responsiveness, the principle of accountability in the Makassar City Government, has not met the expectations of the community and the mandate of the regional autonomy law, namely the realization of good and clean government.

The principles of good governance of Makassar City are not only limited to the use of applicable laws and regulations, but are developed by applying the principles of good governance which not only involves the Makassar City Government, but must involve bureaucratic and external bureaucratic systems. Good governance in Makassar City does not solely include relations within government, but includes synergistic and equal relations between the market, government and society. This idea of alignment means the importance of redefining the roles and relationships of these three institutions in managing the economic, political, and cultural resources available in the Bone Bolango community.

The principle of participation in Makassar City is essentially community involvement in decision making either directly or indirectly through representative institutions (legislature) that can channel their aspirations. Such participation is built on the basis of freedom of association and speech and participation constructively through established communication mechanisms. Interested communities participate in the process of formulating and/or making decisions on public policies intended for the community.

The principle of transparency in Makassar City is essentially built on the basis of freedom of information. Information related to the interests of society can be directly obtained by those in need.

The Makassar City Government must be able to create mutual trust between the government and the community through the provision of information and ensuring the ease of obtaining information. The concrete manifestation of this principle, among others, can be seen if the community has the convenience to know and obtain data and information about policies, programs, and activities of the government apparatus, both at the central and regional levels.

The principle of responsiveness in Makassar City essentially means that the Regional Government Office of Bone Bolango Regency must essentially be fast and responsive in serving stakeholders and the community. In this case, it aims to increase sensitivity to the aspirations of the community without exception. The City Government must respond quickly to changes in situations/conditions, accommodate the aspirations of the community, and take initiatives to overcome various problems faced by the community.

The principle of accountability in Makassar City is essentially accountability to the community for every activity carried out, aiming to increase the accountability of the city government in all fields that concern the interests of the wider community. Decision makers in the community must be accountable, both to the community and to the institutions concerned.

Accountability, includes the existence of a mechanism (both constitutional and legitimate in its form) in Makassar City that gives confidence to politicians and government officials in the city government on their actions in the use of public resources and their behavioral performance.

This accountability certainly requires openness and clarity as well as its connection to media freedom. The city government and its apparatus must be able to account for the implementation of the authority given in accordance with their duties and functions. Such is the case with the policies, programs, and activities it undertakes.

The principles of good governance in the Makassar city government as mentioned above are only meaningful if their existence is supported by three domains involving the interests of the community. Efforts to realize good governance can only be carried out if there is a balance of the roles of the three

pillars, namely the city government, the private business world, and the community. These three elements in playing their respective roles must be in accordance with the values and principles contained in good governance.

The Makassar city government can create stable political, economic and social conditions, make effective and fair regulations, provide effective and accountable public services, uphold human rights, protect the environment, and maintain health standards and public safety standards. While the private sector can run industries, create jobs, provide incentives for employees, improve people's living standards, maintain the environment, comply with regulations, transfer knowledge and technology to the community, and provide credit for the development of small and medium enterprises.

Meanwhile, the community can keep people's rights protected, influence public policy, as a means of government checks and balances, monitor abuse of government social authority, develop human resources and means of communication between community members.

In essence, realizing good governance is difficult to implement in practice. However, with the existence of Law Number 22 of 1999 and Law Number 32 of 2004 concerning City Government, there are hopes and aspirations to be able to realize good governance in the city government. The spirit of broad, real and responsible regional autonomy under the two laws can ideally encourage the realization of good governance in the administration of city government. The spirit of regional autonomy will spur the implementation of regional development, improve services to urban communities, and encourage the growth and development of democracy.

This condition can be realized because the city government has broad authority to regulate and take care of the interests of the people of Bone Bolango according to its own initiative based on the aspirations of the community in accordance with laws and regulations. Based on Law Number 32 of 2004, it should have broad and complete authority.

The implementation of the principles of participation, transparency, responsiveness, and accountability of the city of Makassar itself has become a

need that cannot be ignored anymore. The format and concept of good governance implemented in governance is a further elaboration of the principles general state administration as regulated by Law Number 28 of 1999 concerning Clean and Free State Administration of Corruption, Collusion and Nepotism.

The issue of good governance in the City Government Office is driven by the dynamics that demand changes on the government side and on the community side. The city government is expected to be more democratic, efficient in the use of public resources, effectively carry out public service functions, more agile and able to formulate policies, programs and laws that can guarantee human rights and social justice.

The agenda for the creation of good governance in Makassar City has 5 (five) targets, namely: 1) Significant reduction in corruption, collusion and nepotism practices in the K bureaucracy starting from the top officials to the lower staff. 2) The creation of an efficient, effective and professional, transparent and accountable system of government institutions and governance. 3) Elimination of regulations and practices that are discriminatory against the community. 4) Increased public participation in public policy making. 5) Guaranteed consistency of all central and regional regulations.

## **CONCLUSION**

Based on the results of research and discussion, the following conclusions were obtained: The implementation of the principle of Good Government in the Makassar City Government has been going well but has not been maximized. There are still weaknesses in the implementation of good governance, namely the principle of transparency, weaknesses in management, government transparency, have not developed properly. Furthermore, the implementation of the principle of responsiveness of the authorities tends to be slow with long waiting times for dispute resolution. The principle of community accountability really hopes that the form of accountability report needs to be published through the media.

## REFERENCE

- Arisaputra, M. I. (2013). Application of good governance principles in the implementation of agrarian reform in Indonesia. *Yuridika*, 28, 188–216.
- Basri, Y. M., Findayani, T. I., & Zarefar, A. (2021). Implementation of good governance to improve the performance of village governments. *Jurnal Akuntansi*, 11(2), 123–136.
- Dwiyanto, A. (2003). *Governance Reform and Regional Autonomy in Indonesia*. Jogjakarta: Center for Population and Policy Studies, Gadjah Mada University ....
- Goetz, A. M. (2004). Managing successful governance reforms: Lessons of design and implementation: Conceptual framework. *Brighton: IDS*.
- Hamid, S. H. (2022). Analisis Implementasi Good Governance Pada Pelayanan Publik Di Kecamatan Rappocini Kota Makassar. *Journal of Research and Development on Public Policy*, 1(2), 24–38.
- Kamelia, L., & Veranita, M. (2022). Analisis Implementasi Good Governance Dalam Mewujudkan Pelayanan Publik Yang Berkualitas Di Kecamatan Ciater Kabupaten Subang. *Publik: Jurnal Manajemen Sumber Daya Manusia, Administrasi Dan Pelayanan Publik*, 9(2), 289–299.
- Kettl, D. F. (2000). *The global public management revolution: A report on the transformation of governance*. Brookings Institution Press.
- Kurdi, F. (2016). Good governance and its impact in improving administrative and financial performance: a case study of Nablus Municipality. *International Humanities Studies*, 3(4).
- Mardiasmo, M. B. A. (2021). *Otonomi & manajemen keuangan daerah: edisi terbaru*. Penerbit Andi.
- Muis, M. A. H., Saleh, H. A., & Rusli, M. (2014). Analisis Implementasi Good Governance dalam Pelayanan Publik di Kecamatan Panakukkang Kota Makassar. *Government: Jurnal Ilmu Pemerintahan*, 73–82.
- Mushi, A. A. (2011). *Civil society in the era of good governance dispensation: Non-Governmental Organisations (NGOs) and the politics of engaging*

- Government in Tanzania*. University of Birmingham.
- Purnomowati, W. (2014). Konsep smart city dan pengembangan pariwisata di kota malang. *Jurnal JIBEKA*, 8(1).
- Ramadhan, A. Z., & Suryaningrum, D. H. (2020). Analisis penerapan prinsip good governance pada kinerja keuangan organisasi nirlaba. *Public Management and Accounting Review*, 1(1), 1–9.
- Santosa, P. (2008). Public Administration: Theory and Application of Good Governance. *RefikaAditama, Bandung*.
- Sastrawati, N. (2019). The Construction Of Political Symbolicm Of Individual Political Action: Case Study Analysis In Three Islamic Based Political Parties In Gowa District. *Al Daulah: Jurnal Hukum Pidana Dan Ketatanegaraan*, 8(1), 106–125.
- Sukarmini, W., & Idrus, N. S. (2020). Perkara Persaingan Usaha oleh Komisi Pengawas Persaingan Usaha (KPPU). *Jurnal Yuridis*, 7(1), 47–81.
- Tangkilisan, N. H. (2005). Public Management. Jakarta: PT. Gramedia Widiasarana Indonesia.
- Widhyarini, 2010. Analysis and design of employee attendance systems using fingerprints at ABA YIPK Yogyakarta, Saintikom. *Scientific Journal*, 13(4), 31–36.
- Thomas, G. W. (2012). Governance, good governance, and global governance: conceptual and actual challenges. In *Thinking about global governance* (pp. 168–189). Routledge.
- Tuahena, I., & Ratih, H. (2018). *Penerapan Prinsip Good Governance Pada Dinas Pedidikan Kota Makassar*. Universitas Bosowa.
- Wasistiono, S. (2002). *Kapita Selekta Penyelenggaraan Pemerintahan Daerah*. Fokusmedia.
- Yusriadi, Y., Akib, H., & Ihsan, A. (2017). Bureaucratic reform in public service: A case study on the one stop-integrated service. *Mediterranean Journal of Social Sciences*, 8(2), 253–258.