

Evaluation of Application of Principles *Good Governance* in Public Services in Jekan Raya District, Palangka Raya City

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ABSTRACT: Efficient and effective bureaucratic services are essential in creating community welfare and are the main indicators of success in implementing *good governance*. Regional governments have a vital role in ensuring the principles of good governance to meet community expectations for transparent, accountable, and fair services. This research aims to evaluate the application of the principles of *good governance* in Jekan Raya District, Palangka Raya City, which is facing challenges in managing public resources and services, including increasing community demands and the need for transparency in budget management. Using a qualitative approach through the case study method, this research analyzes the obstacles, challenges, and strategies needed to increase the effectiveness of exemplary governance implementation. The research results show that although Jekan Raya District has great potential to support development, there are various problems in the implementation of good governance, such as a lack of community participation, limited facilities, and ineffective bureaucratic structures. Therefore, increasing communication between the government and the community, updating facilities, and increasing employee discipline is necessary to improve public service quality. This research provides theoretical and practical contributions to the development of governance at the local level, especially in the Jekan Raya District, as a step towards better and more sustainable regional development.

Keywords: *Good Governance*, Public Services, Governance, Jekan Raya District, Resource Management.



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INTRODUCTION

Efficient and effective bureaucratic services are essential in creating community welfare and are the leading indicators of success in implementing sound governance principles. In the context of public administration, the government is responsible for providing services that meet community needs. Increasing public expectations for transparent, accountable, and fair public services increasingly encourage the importance of implementing the concept of good governance at the local government level (Tanan et al., 2024).

Good governance refers to good governance, which includes the principles of transparency, accountability, participation, effectiveness, efficiency, and the supremacy of the law (Indonesia, 2014). These principles have become an essential foundation for local governments in managing resources, formulating policies, and providing quality public services (Bahrudin & Hidayat, 2023). Various studies have confirmed that applying these principles can improve the quality of public services and build public trust in the government (Rahman & Purwati, 2023).

While good governance has become an essential reference, its implementation at the local level still faces various challenges. Regional governments often face problems such as corruption, lack of transparency in budget management, and low accountability in decision-making (Pamungkas & Rosyanfikri, 2021; Salsabila et al., 2024). The gap between community expectations and the government's ability to provide quality public services shows that there is still extensive room for improvement in implementing good governance.

Several previous studies related to applying principles *of good governance in public services in Indonesia* have been carried out. These studies include, among other things, the implementation of principles of *good governance* to improve the performance and quality of public services (Cahyadi & Soenarjanto, 2018; Maryam, 2016; Nubatonis et al., 2014; Rohman & Hanafi, 2019), which emphasizes the importance of implementing these principles in efforts to improve public services. However, these studies have not explicitly explored implementing good governance in areas with complex management challenges, such as Jekan Raya District in Palangka Raya City. Jekan Raya District was chosen as the case study location because of its unique characteristics as a strategic administrative area with a population of 158,610 people (Agency, 2024). This region faces various problems, including increasing public demands for quality public services and the need for transparency in the management of public resources. These conditions make Jekan Raya District a relevant example for evaluating the application of the principles of *good governance*.

This research is novel in terms of its focus on implementing good governance in areas with high management complexity due to population growth and community diversity. This research aims to (1) evaluate the application of the principles of good governance in Jekan Raya District, (2) identify the obstacles and challenges faced in its implementation, and (3) formulate strategies that need to be implemented to increase the effectiveness of implementation *good governance* in the region. Thus, it is hoped that the results of this research can provide theoretical and practical contributions to the development of government governance at the local level, especially in Jekan Raya District, Palangka Raya City.

METHOD

Types of research

This research uses a qualitative approach with a case study method. This approach was chosen because the research aims to understand in depth how the principles *of good governance are implemented at the local level, especially in Jekan Raya District, Palangka Raya City. A qualitative approach is used to understand complex phenomena in a social context, and it tends to be exploratory and open to various findings that emerge in the field* (Creswell, 2020).

Population and Sample/Informants

This research involved several informants with in-depth knowledge and understanding of the problem under study. The key informants in this research consisted of four employees and officials at the Jekan Raya District Office and village/sub-district officials in the sub-district area. Meanwhile, the primary informants are the general public, who receive public services from the Jekan Raya sub-district government, which totals eight people. Thus, the total number of informants in this study was twelve people.

Research Location

This research was done in the Jekan Raya District in Palangka Raya City, Central Kalimantan Province. This district was chosen as a research location for several reasons relevant to the topic of *good governance* at the local level. Jekan Raya District is located at jalan Simpang Karuhei, Palangka Raya, Central Kalimantan 73112, Indonesia.

Instrumentation or Tools

This research uses semi-structured interviews as the main instrument for collecting data. Semi-structured interviews allow researchers to ask the main questions and provide flexibility to dig deeper according to the informant's answers so that the conversation remains focused and opens up space for exploration (Anggoto and Setiawan, 2018). Semi-structured interviews benefit qualitative research by allowing researchers to collect more in-depth data.

Data Collection Procedures

The data collection procedure in this research involves several systematic steps to ensure the data obtained is valid, reliable, and relevant to the research objectives. Regarding data collection in this research, researchers used field study techniques (*field research*), a data collection and analysis technique carried out by researchers going directly to the field where the research is conducted. According to Creswell (2020), the steps taken to collect data are:

1. Observation is one of the critical data collection methods in this research to study the implementation of *good governance* at the local level. By conducting direct observations, researchers can obtain a clearer picture of government practices in the field and interactions between government officials and the community. Researchers can carry out participatory observations (directly involved in the activity being observed) or non-participatory (only observing without being involved);
2. Interviews are one of the primary data collection methods in this research to explore more in-depth information regarding applying principles of *good governance* in the Jekan Raya District. By using semi-structured interviews, researchers can obtain information from relevant informants, such as government officials, community leaders, and residents, regarding their perceptions of transparency, accountability, participation, and responsiveness in local government;
3. Documentation is one of the data collection methods used in this research to complement interviews and observations. Document studies can provide objective and in-depth information regarding policies, regulations, reports, and related data used by sub-district governments in

managing government and public services. Documents are also helpful in analyzing transparency, accountability, and responsiveness in decision-making.

The data in this research was collected from various sources. Data sources are differentiated into primary and secondary data sources. Primary data is collected directly from the first source through field research, such as interviews, observations, or surveys. This data is original and directly describes the phenomenon being studied. Secondary data, such as relevant documents, reports, or publications, has been collected and processed by someone else before. This data is used to support or enrich primary data findings.

Data analysis

In this research, data analysis is done by systematically compiling and organizing data obtained through observation, interview, And documentation techniques. The qualitative analysis process consists of four stages: data collection, data reduction, data presentation, and concluding verification (Anggoto and Setiawan, 2018). The results of this research are presented in descriptive form, which describes the application of Good Governance principles, obstacles, and challenges, as well as recommendations that can be made to improve services in Jekan Raya District, Palangka Raya City.

RESULTS AND DISCUSSION

Geographical, demographic, and administrative background of Jekan Raya District

Jekan Raya District is one of five sub-districts in Palangka Raya City, with a total area of 387.54 km². Geographically, Jekan Raya District borders several regions: Bukit Batu District in the north, Sabangau District in the south, Katingan Regency in the west, Pulang Pisau Regency and Pahandut District in the east. The Jekan Raya District comprises four sub-districts: Menteng Village, Palangka Village, Bukit Tunggal Village, and Petuk Katimpun Village. Most of the area of this sub- district is dominated by Bukit Tunggal Village, which has an area of 274.15 km², covering more than two-thirds of the total area of the sub-district. This significant area provides great potential in natural resource management and infrastructure development. Meanwhile, although the Menteng Subdistrict and Palangka Subdistrict have made a minor contribution to the sub-district area, they focus more on developing urban infrastructure. Petuk Katimpun sub-district, although smaller than Bukit Tunggal, also has a significant area and requires special attention in development management. This wide distribution of areas is critical in planning balanced development between large and small areas and utilizing existing natural resources. So, with its diverse geographical structure, Jekan Raya District has a vital role in regional development and has great potential to support the application of sound governance principles at the local level.

Table 1. Area size by Village/Subdistrict in Jekan Raya District (BPS Palangka Raya, 2024)

No	Village/Subdistrict	Size/Total (km ² /sq.km)	Area	Percentage of District Area
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1.	Menteng	31,27	8,07
2.	Palangka	22,49	5,80
3.	Single Hill	247,15	70,74
4.	Petuk Katimpun	59,63	15,39
District Jekan Raya		387,54	100,00

From 2018 to 2023, Jekan Raya District maintains several 4 sub-districts, which play an essential role in the administrative structure and public services (BPS Palangka Raya, 2024). The stability of the number of sub-districts reflects consistency in the division of administrative areas, where each sub-district plays a vital role in government, development, and community socio-economic activities. Despite challenges such as the COVID-19 pandemic in 2020, the number of sub-districts remained unchanged, showing the stability of local government, which supports the sustainability of development programs in this sub-district. These sub-districts have various government facilities, as shown in Table 2.

Table 2. Number of Subdistricts with Village Government Facilities in Jekan Raya District in 2023 (BPS Palangka Raya)

No	Village Government Facilities	Amount
1.	District Office	4
2.	Village Hall (BASARA)	4
3.	Secretary	4
4.	Head of Government, Security and Order	4
5.	Head of Economic Development and Community Empowerment Section	4
6.	Head of Welfare	4
7.	LKK	4

The population in Jekan Raya District is recorded at 158,610 people until 2023 (BPS Palangka Raya, 2024). Based on age group data in Jekan Raya District, there is a relatively even distribution of population in the productive age group, with the highest population numbers sequentially recorded in the 30-34 age group with 14,155 people and the 25-29 year-old group with 13,675 people. Meanwhile, older age groups, such as 65-69 years and 70-74 years, showed much smaller

numbers, 3,421 and 1,712 people, respectively. Overall, the population of Jekan Raya District tends to be dominated by young and productive age groups, which can have potential for regional economic and social development. This aligns with previous research conducted by Hasibuan et al. (2023) and Kurniawati and Sugianto (2021), who state that young and productive age groups

positively influence economic growth and regional development. It was further explained by Hasibuan et al. (2023) that the young generation is a resource that has great potential and is needed to contribute optimally to the regional development process (Hasibuan et al., 2023; Kurniawati & Sugiyanto, 2021).

Table 3. Number of Population by Age Group in Jekan Raya District, 2023 (BPS Palangka Raya, 2024)

Age Group/ <i>Age Groups</i>	Amount/ <i>Total</i>
0-4	11.487
5-9	14.327
10-14	14.582
15-19	12.074
20-24	13.396
25-29	13.675
30-34	14.155
35-39	13.086
40-44	12.731
45-49	11.023
50-54	9.049
55-59	7.164
60-64	5.249
65-69	3.421
70-74	1.712
75+	1.479
District Jekan Raya	158.610

The Role of the Government in Jekan Raya District in Realizing *Good Governance*

Good governance (*good governance*) plays a significant role in formulating a regional development strategy. This cannot be separated from the government's role in managing and advancing the region, which ultimately contributes significantly to economic growth and societal progress (Salsabila et al., 2024). One of the main aspects of good governance is implementing an effective work system, which includes managing economic and social resources involving various sectors, both government, society, and the private sector. Good governance seeks to create a transparent, accountable,

participatory, fair, and independent government to achieve prosperity and progress for the people and the country (Yusuf & Halim, 2020).

Implementing good governance is one of the primary obligations of local governments, but to make this happen, many challenges must be faced. One of them is the lack of awareness among employees regarding their obligations to carry out their duties and functions with full responsibility. Service quality can be measured by the reliability of employees in providing services to the community (Debora et al., 2022). In simple terms, good governance is the government's ability to carry out its duties effectively, which will influence various regional development sectors (Salsabila et al., 2024). Even though it is hoped that reform will be the first step to building a clean, transparent, and accountable government, significant obstacles such as practices of corruption, collusion, and nepotism still frequently occur and hinder the implementation of ideal governance.

Jekan Raya District, one of the five sub-districts in Palangka Raya City, has a strategic role in implementing development programs in its area. As an implementer and planner of development programs, Jekan Raya District is required to be able to carry out its role as a public servant, especially in administrative and population matters. However, this can be done well if there is close cooperation between the sub-district government and the community to achieve common goals. However, based on information obtained from the local community, the services provided by the Jekan Raya District are still not optimal. Some existing procedures often make it difficult for the public, especially in processing permits or specific documents, giving the impression that the administrative process in the sub-district is less efficient and adequate.

Challenges in Making It Happen *Good Governance* in Jekan Raya District

Based on the implementation results of *good governance* In Jekan Raya District, Palangka Raya City, various problems and obstacles emerged in implementing the principles of good governance. This research focuses on implementing *good governance*, which researchers carried out directly concerning the main tasks, functions, and work procedures in Jekan Raya District. This finding is supported by evidence from sources considered relevant and trustworthy, namely, sub-district officials and the local community. Based on interviews with these sources, researchers succeeded in identifying several findings as follows:

a. Barriers to Communication with the Community

Even though the Jekan Raya District has tried to convey various existing programs to the local community, implementing these programs has not exceeded expectations. One of the main factors causing this ineffectiveness is the low level of community participation in participating in programs that have been socialized. Some people expressed that they were less active in participating because they lacked an understanding of the benefits and objectives of these programs. Apart from that, quite a few statements show that many people still do not fully know the information regarding existing programs in the Jekan Raya District.

Several factors can influence public knowledge regarding these programs, including the lack of effective information channels, limited socialization media, and a more personal, direct approach to conveying information. Therefore, even though the District has tried to socialize various programs, the results have not been optimal.

This shows that even though some of the sub-district programs have been delivered, their implementation is still hampered by a lack of active involvement from the community, which hinders the program's successful implementation. For this reason, according to Syarif et al. (2021), the effectiveness of communication in disseminating regional development information is reflected in the ability of credible communicators clear and easy-to-understand messages through various media (brochures, YouTube, and television), as well as audiences who are satisfied with the information provided. In this context, the sub-district government needs to improve socialization methods and increase community involvement so that the programs that have been designed can be achieved more effectively and have a greater positive impact on local communities (Wibowo, 2020).

Several aspects must be considered to maximize communication effectiveness in disseminating regional development information so that the programs owned by Jekan Raya District can be conveyed well to the community. Referring to Syarif et al. (2021), several aspects in disseminating regional development information include: (1) communicators have good abilities, attitudes and expertise, as well as high credibility, so they can build trust with communicants and ensure communication runs as expected; (2) the messages conveyed through various media have provided information that is accurate, clear, easy for the public to understand, and consistent; (3) The audience or community is satisfied with the information conveyed, which is following the communicator's ability to disseminate information (Syarif et al., 2021).

Jekan Raya District employees have attempted to provide services to the community by utilizing available resources. However, despite these efforts, there are still complaints from the public regarding the quality of service. One of the main problems is limited facilities at the sub-district office. Existing facilities, such as computers, photocopiers, and printers, are still limited and inadequate to meet the community's large needs, resulting in slow service processes and long queues. This impacts public dissatisfaction, especially among those who want fast and efficient service. Even though employees try to provide good service, limited existing facilities often hamper them. The inability to provide maximum service is usually not caused by a lack of effort but rather by inadequate available facilities (Yusran, 2018). For example, administrative requests such as photocopying or printing documents are often delayed due to limited equipment available, thus slowing down the service process. Therefore, providing adequate infrastructure and facilities is very important in improving the quality of public services, which is a key element in implementing the principle of *good governance* (Rosnani & Hardianti, 2024).

Another problem is the lack of training for employees in using existing technology. Even though the devices are available, some employees have not fully mastered them, which slows down service.

This is following research conducted by Syaidinar and Ubayanto (2023), which states that the quality of human resources that are less competent can hinder public service activities (Syaidinar & Ubayanto, 2023). Therefore, it is important for the Jekan Raya District Government to immediately evaluate and improve existing facilities and infrastructure, as well as improve the quality of human resources through training so that services become more efficient and optimal (Oktaviani & Purwanto, 2020; Riyanto, 2019; Simarmata & Sutrisno, 2022). In this way, public satisfaction with services can increase.

b. Effectiveness of Bureaucratic Structure

Based on the bureaucratic structure in Jekan Raya District, implementing existing regulations is not yet fully effective. This is caused by a mismatch between the objectives of the regulations and their implementation, especially related to the implementation of the main duties and functions of employees, which is not yet optimal. Some employees can still not serve the public quickly and accurately, even though efficient service is the main indicator of good governance. The results of previous research regarding the orderly implementation of land administration in Jekan Raya District, Palangka Raya City, revealed several similar problems (Irwani and Andayani, 2018). Some of the main problems found include the lack of reliability of officers in providing services, limited facilities and supporting facilities that support the service process, and the low responsiveness of officers in responding to community needs during the service process (Irwani & Andayani, 2018; Rohman et al., 2019). Apart from that, even though most employees carry out their duties well, some are often absent or late for the specified working hours. This absence disrupts the smooth running of services and causes people to wait longer to get services. The lack of an efficient support system also worsens matters, slowing administrative processes and hindering optimal service delivery. For this reason, the sub-district government needs to increase employee discipline, improve the administrative system, and ensure the implementation of main duties and functions following applicable regulations. These steps are needed to improve the quality of public services and strengthen public trust in local government (Oktavia & Trisninawati, 2022; Simanjuntak, 2017).

Recommendations for Making It Happen *Good Governance* in Jekan Raya District

Based on the analysis results from observations and interviews, several recommended strategies can be implemented in Jekan Raya District to make this *good governance*. The following are several suggested strategies for improving services in Jekan Raya District.

- a. The sub-district government is expected to increase and improve communication methods with the community regarding the programs available in the Jekan Raya Sub-district. This is important so that information regarding various policies and services the sub-district provides can be conveyed clearly and effectively to all levels of society (Juwita, 2019). Apart from that, it is hoped that there will be more intensive outreach, both through print media, online, and direct meetings with residents, so that people can better understand the benefits and procedures of each existing program. With good communication, it is hoped that the community will participate more actively and get better access to the services provided by the District Government (Widodo, 2020).
- b. It is recommended that the District Government consider adding and updating existing public facilities, such as computers, photocopiers, printers, and other equipment, to support the smooth running of public services. Adding these facilities will help increase the efficiency and effectiveness of services provided to the community. With adequate equipment, the administration and data management process can run more quickly and precisely so that the time needed by the public to obtain services can be shortened. Apart from that, complete facilities will also support the smooth running of sub-district office operational activities, which can increase public satisfaction with the quality of services provided (Siahaan & Siboro, 2021). The public certainly expects services that are easy to access and fast, and with adequate facilities, these hopes can be more easily realized (Sudaryanto & Asmara, 2020).

- c. Jekan Raya District employees are expected to be more disciplined in complying with the established working hours schedule. Timely attendance is critical to ensure maximum service for the community because lateness or absence of employees can hamper the administrative process and reduce efficiency in public services (Pratama, 2020). By being present on time, employees can complete their tasks following established procedures and provide more responsive and accurate services to people who come to get services (Amiruddin & Fatimah, 2021). Apart from that, punctual attendance also shows the professionalism and commitment of employees to their duties as public servants, which in turn can increase public trust in the Jekan Raya District government. Time discipline will improve service quality and create a more organized and productive work environment.
- d. Jekan Raya District employees are expected to be more disciplined in following the regulations and policies set by the Jekan Raya District Government. Compliance with these regulations and policies is essential to ensure that every program and service the sub-district government provides runs smoothly and effectively (Yusuf and Halim, 2020). When employees follow existing regulations, they fulfill their obligations as state officials and contribute to creating an orderly and organized work atmosphere. Compliance with policies set by the District Government also reflects the professionalism of employees in carrying out their duties as public servants, which will ultimately increase public confidence in the quality of services provided (Fitriansyah & Marsuq, 2022; Raharjo & Salim, 2021). Discipline in following regulations and policies will also help create a transparent and accountable work environment. Applying the principle of good governance at the local level is very important. Suppose sub-district employees are not disciplined in following the applicable rules. In that case, various problems will arise, such as administrative irregularities, decreased service quality, and the potential for corruption or abuse of authority. Therefore, every employee must be aware of compliance with regulations and policies (Agency, 2022).

CONCLUSION

Jekan Raya District has a strategic role in the development of Palangka Raya City, with the potential of natural resources and regional characteristics that support applying the principles of *good governance*. However, significant challenges in implementing good governance in this sub-district include a lack of community participation, limited facilities and resources, and ineffectiveness in the bureaucratic structure that hampers public services. Based on the discussions that have been carried out, several implications and recommendations can be conveyed. First, local governments must improve communication with the community to ensure that the policies taken align with community needs. Second, improving office facilities and increasing employee discipline are necessary to support public services' efficiency and effectiveness. Third, compliance with established regulations and policies must be enforced to ensure the smoothness and success of development programs. With these improvement efforts, it is hoped that the principles will be implemented and that good governance in Jekan Raya District can be more optimal in supporting better public services and sustainable regional development.

For further research, it is recommended that a more in-depth study be carried out regarding the

social and cultural factors that influence the implementation of *good governance* at the local level. In addition, research can focus on evaluating digital technology's effectiveness in increasing local governments' transparency and accountability. A comparative study between Jekan Raya District and other districts that have successfully implemented *good governance* can also provide valuable insights for improving governance at the local level.

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