



## **ANALYSIS OF QUALITY PUBLIC SERVICES TO ACHIEVE GOOD GOVERNANCE**

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### **Abstract**

This research analyzes quality of public services as a key factor in achieving good governance in Indonesia, highlighting implementation of Public Service Mall (MPP) as an innovative government solution. Background of study is based on various challenges in public services, such as bureaucratic dominance, low accountability, lack of competition, and minimal public awareness of service rights. This research aims to identify inhibiting and driving factors of public service quality and evaluate effectiveness of MPP in improving transparency, efficiency, and accountability of services. Method used is literature review with secondary data analysis from related literature and regulations. research results show that MPP (One-Stop Public Service) successfully simplifies bureaucratic process, accelerates service time, and facilitates public access to various services in one integrated location, both in-person and digitally. Digital innovations such as online queue applications and integration of information systems have proven effective in reducing potential for illegal levies and increasing public trust. However, challenges are still found in technology adaptation by

employees, equitable quality of services in regions, and low public literacy regarding rights and service procedures. Recommendations and suggestions put forward include need for ongoing training for staff, strengthening socialization to public regarding service rights, and accelerating digitization of services nationally. government is advised to expand implementation of MPP as a strategic solution for modernization of public services and strengthening good governance, so that principles of good governance can be realized and its benefits are felt equally by entire community.

**Keywords** : Good Governance, Quality of Public

## **1. Introduction**

According to Robert (1996:30), public service can be defined as all forms of activities carried out by government agencies, both at central and regional levels, as well as by state-owned or regional enterprises. These activities include provision of goods and services, aimed at meeting public needs and maintaining order. Meanwhile, Widodo (2001:131) defines public service as provision of services to individuals or communities with an interest in organization, in accordance with established rules and procedures (Maryam, 2016).

Public service is a crucial benchmark for assessing success of task implementation and measuring government performance through bureaucracy. function of public service as a key driver is recognized by all actors in context of good governance. Public officials, civil society elements, and business world all share a common interest in driving improvements in public service performance. There are three main reasons why public service reform can strengthen good governance practices in Indonesia. First, improving public service performance is considered important by stakeholders, including government, public, and business sector. Second, public service is an arena where these three elements of governance interact intensively. Third, values that have long characterized good governance practices can be translated more clearly and directly through public services (Maryam, 2016).

A service can be considered satisfactory if it meets customer needs and expectations. Conversely, if customers are dissatisfied with service provided, it is certain that service is ineffective and inefficient. Several factors contribute to lack of effectiveness and efficiency in service delivery: 1. Reliance on Authority: Many government officials rely more on their authority than on accountability in carrying out services. This lack of accountability is caused by

lack of generally accepted performance benchmarks for each government agency. 2. Monopolistic Character and Lack of Competition: Most government agencies tend to be monopolistic in their service delivery, which leads to a lack of competition. Without competition, efficiency and improvements in service quality are difficult to achieve. 3. Misperceptions: Government officials often fall into a mindset that prioritizes their own desires and views over needs of public as service recipients. 4. Low Awareness: Public awareness of their rights and obligations as citizens and consumers remains relatively low. This results in public tending to take services provided by government agencies for granted. Furthermore, there is a tendency to hinder social oversight. By understanding these factors, it is hoped that public services can be improved for welfare of community (Permatasari, 2020).

According to Sadjijono (2007:203), good governance can be understood as activities of government institutions carried out in interests of people and based on applicable norms to achieve state goals. Meanwhile, according to IAN and BPKP (2005:5), good governance is defined as way government interacts in regulating society and utilizing resources for development. In Government Regulation Number 101 of 2000, good governance is defined as government administration that applies principles such as professionalism, accountability, transparency, quality service, democracy, efficiency, effectiveness, law enforcement, and is acceptable to all levels of society (Maryam, 2016).

The concept of good governance began to be known in Indonesia during reform era, influenced by various factors such as monetary crisis and historical experiences from other countries. economic crisis that hit Indonesia at that time occurred due to weak governance and rampant practice of corruption, collusion, and nepotism (KKN). KKN practices have penetrated almost all

aspects of government, resulting in a drastic decline in quality of public services; public is often ignored while officials prioritize personal interests and enrich themselves. This condition slows national development, triggers increased crime rates, unemployment, poverty, declining health and education quality, and even gives rise to various regional conflicts that threaten national unity. application of principles of good governance at that time was considered a new hope to improve corrupt government system and improve quality of public services. However, efforts to realize good governance still face various challenges, such as: lack of alignment of community needs with bureaucratic reform agenda; complexity of problems in decision-making and their resolution; high levels of abuse of authority and weak oversight of state officials; increasing public demands for involvement in formulation and implementation of public policy; increasingly strong public pressure for implementation of good governance principles to improve governance; advent of decentralization era demands delegation of authority, responsibility, and decision-making; and weak institutional and governance systems at regional level, which have resulted in low government performance. Therefore, all of these challenges must be addressed immediately so that implementation of good governance can be truly realized and bring tangible benefits to community (Handayani & Nur, 2019).

The concept of good governance emerged as a response to public disappointment with performance of government, which has long been entrusted with managing public interests. implementation of good governance principles can be carried out in stages, adapting to government capabilities, role of civil society, and existing market mechanisms. One strategic step to implementing good governance in Indonesia is through improvements in public service delivery (Maryam, 2016).

Sumedang Regency Public Service Mall (MPP) is a concrete manifestation of e-government implementation, aiming to facilitate public access to public services through a single, integrated location. Its services encompass 361 types of services, including licensing and non-licensing, from various central and regional government agencies, as well as non-governmental organizations such as banks and state-owned enterprises. In one MPP building, public can process population documents such as ID cards, family cards, birth certificates, and death certificates through Population and Civil Registration Office; access social security services for employment and health through BPJS; resolve electricity matters at PT PLN (Persero) counter; arrange clean water services through PDAM; and conduct financial transactions with various banks that have opened service branches there. Interestingly, form of service at MPP is not only limited to conventional face-to-face meetings at counter, but also utilizes digital technology in form of a mobile application that allows public to register in line, monitor service status, and even submit permit applications online from home. This application facilitates access to public services anytime and anywhere, without being limited by office operating hours, thereby reducing waiting times and reducing burden of physical queues at MPP. Furthermore, all services at MPP are integrated into a single system that supports principle of transparency: public can clearly see official fees, required documents, and process stages, reducing potential for extortion or corrupt practices. Furthermore, service at MPP is designed to create convenience and efficiency for public, with supporting facilities such as comfortable waiting areas, trained and friendly service staff, and availability of digital information accessible on-site via information kiosks or touchscreens. Sumedang Regency Government also ensures that this service is adaptive to community needs by continuously updating system, expanding types of services available, and training employees to be

able to utilize information technology properly. With this integrative approach, MPP is not just a place to process documents, but also a symbol of a change in bureaucratic culture towards modern, fast, accountable, and community-satisfaction-oriented public services (Muliawaty & Hendryawan, 2020).

## **2. Literature Review**

### **Definition of Public Service According to Experts**

1. Sadu Wasistiono (2001) states that public service is provision of services by government or private parties on behalf of government to meet needs of public, both in general and individually. This service encompasses various aspects, from administrative services to provision of public facilities required by community.
2. Mahmudi (2010, 2012) explains that public service encompasses all activities carried out by providers in an effort to meet needs of community and implement applicable laws and regulations. This definition emphasizes importance of legality and compliance with regulations in service delivery.
3. Moenir (2015) defines public service as a series of activities carried out systematically by individuals or groups following specific procedures, aimed at fulfilling interests of others in accordance with their rights. primary focus in this definition is on development and implementation of structured service procedures.
4. Agung Kurniawan (2005) defines public service as an effort to meet needs of community or individuals who have an interest in an organization, following established rules and procedures.
5. This definition emphasizes compliance with regulations in service process.

According to Law Number 25 of 2009 concerning Public Services, public service is defined as a series of activities carried out to meet service needs in accordance with laws and regulations, intended for every citizen and resident for goods, services, and/or administrative services provided by public service providers. Decree of Minister of Administrative and Bureaucratic Reform Number 63/Kep/M.PAN/7/2003 also states that public service is all activities carried out by public service providers to meet needs of service recipients and to implement laws and regulations.

Therefore, it can be generally concluded that public service is understood as a series of activities carried out by government or public service providers to meet public's needs for goods, services, and administrative services, in accordance with applicable regulations and procedures. These various definitions emphasize importance of legality, systematic procedures, and attention to fulfilling rights of public as service recipients.

Public service theory emphasizes how services are delivered, which must adhere to key principles such as effectiveness, efficiency, transparency, and accountability. These principles not only form basis for services that are responsive to public needs but also ensure quality and fairness in process. Effectiveness ensures that service objectives are achieved according to user needs, while efficiency requires optimal resource utilization to avoid waste. Transparency plays a crucial role in ensuring service process is monitored and understood by public, thereby reducing risk of abuse and increasing public trust. Accountability requires service providers to be responsible for all actions and results of services provided and to be prepared to account for these actions to public.

One approach widely used in public service theory is New Public Management (NPM). This approach emphasizes a service orientation

centered on customers or public as service users. NPM encourages innovation in service processes to be more responsive and adaptive to changing needs of community. Furthermore, NPM emphasizes importance of performance measurement as a tool for evaluating and continuously improving service quality. Through performance measurement, government can identify areas requiring improvement and ensure that public services are operating according to established standards.

The implementation of NPM principles in public services also emphasizes professionalism of service personnel and use of information technology to accelerate and facilitate public access to services. This aligns with principles of good governance, which demand information transparency, public participation, and effective and efficient resource management. By applying public service theory and good governance principles, it is hoped that public services will provide maximum benefits to community, increase user satisfaction, and build public trust in government as service provider.

Thus, public service theory, which integrates principles of effectiveness, efficiency, transparency, and accountability through New Public Management approach, serves as an important framework for improving quality of public services. This approach focuses not only on final results of services but also on processes and mechanisms that ensure services are easily, quickly, and fairly accessible to all levels of society.

Assessment of public service quality is conducted through various key indicators that serve as benchmarks for successful service implementation for public. These indicators encompass not only technical aspects but also quality of interactions and level of user satisfaction.

1. **Clear Service Procedures.** One crucial factor in facilitating public access to services is existence of clear and easy-to-understand procedures. Well-documented Standard Operating Procedures (SOPs) play a crucial role in maintaining service consistency and transparency (Mahmudi, 2012). Furthermore, availability of complete information regarding service requirements, mechanisms, and completion times also contributes to ease of access.
2. **Definite Completion Times.** Adherence to transparent completion time standards is a significant indicator impacting public satisfaction. Timeliness in providing services reflects professionalism of service providers and reduces uncertainty for users (Moenir, 2000). Therefore, measuring completion times is a crucial part of evaluating service unit performance.
3. **Transparent Fees or Tariffs** Clear information regarding service fees or tariffs is also crucial. This can prevent illegal levies and increase public trust. Transparency in costing is one aspect considered in bureaucratic reform and measurement of public service indices (Kurniawan, 2015).
4. **Staff Competence and Behavior.** Service quality is greatly influenced by professionalism of public service staff. Technical competence, friendliness, responsiveness, and discipline are key benchmarks in assessment. Furthermore, implementation of a code of ethics and ongoing training are also indicators of service quality (Wasistiono, 2010).
5. **Availability of Facilities and Infrastructure.** Supporting facilities such as waiting rooms, electronic information systems, complaint channels, and accessibility for vulnerable groups significantly influence comfort and

smoothness of services. Adequate and well-maintained facilities and infrastructure are important indicators in assessing service quality (Mahmudi, 2012).

6. Complaint Management and Performance Assessment. Effective complaint resolution is an indicator of success in responding to public aspirations. Regular performance evaluations based on complaint data and public satisfaction surveys are also steps that support continuous improvement (Kurniawan, 2015).

In addition to indicators above, SERVQUAL model developed by Parasuraman, Zeithaml, and Berry is also frequently used to assess quality of public services. This model measures through five dimensions: tangibles, reliability, responsiveness, assurance, and empathy (Parasuraman et al., 1988). 4 These dimensions include physical aspects of service, service consistency, staff speed and alertness, ability to build trust, and attention to user needs. Overall, these indicators serve as guidelines for government agencies in improving quality of public services to meet public expectations and principles of good governance.

Based on literature review, following hypotheses can be developed:

1. Hypothesis 1: Public services with clear procedures, definite turnaround times, and transparent costs will increase public satisfaction.
2. Hypothesis 2: competence and behavior of officers, as well as availability of infrastructure, positively influence quality of public services.
3. Hypothesis 3: Effective complaint management and regular performance evaluations contribute to improving quality of public services and implementation of good governance.

### 3. Methodology

This research adopted a library research method, an approach that collects data and information through reviewing various library sources, such as books, journals, scientific articles, documents, and reports related to research topic. This method provides researchers with opportunity to establish a solid theoretical foundation and understand results of previous research relevant to public services and their quality.

Mardalis (1999) in Mirzaqon (2017) explains that library research is a data collection method utilizing various materials available in libraries, such as documents, books, magazines, and historical records. Nazir (1988) also emphasizes that library research functions as a data collection technique by analyzing literature and reports related to issue being researched. Sugiyono (2012) adds that library research is a theoretical study and scientific reference related to social phenomenon being discussed.

According to Kuhlthau (2002) in Mirzaqon (2017), steps taken in literature review method include:

1. Selecting a research topic
2. Exploring relevant information
3. Determining research focus
4. Collecting data sources such as books, journals, articles, and related documents
5. Preparing data presentation
6. Compiling research report

Data collection techniques are carried out through documentation, which includes searching and collecting notes, books, papers, articles, and journals that discuss research variables or problems. Next, data is analyzed using content analysis methods to obtain valid conclusions relevant to research context. By utilizing literature review method, this research successfully presents an in-depth and comprehensive theoretical overview, without need for direct data collection in field, making it highly suitable for

studies focusing on literature reviews and developing public service concepts.

#### **4. Results and Discussion**

According to Agus Dwiyanto (2021), there are several reasons why public services play a crucial role in developing good governance in Indonesia. First, public services serve as a bridge between government and non-governmental institutions, as well as government and its citizens. Both good and bad governance practices in implementation of public services can be directly felt by citizens. Second, various aspects of good governance can be relatively easily defined within scope of public services. One of differences between governance and government is involvement of actors outside state in responding to public problems. Third, public services involve interests of all stakeholders in governance, for example, government, civil society, and market mechanisms.

The success of a ruler in legitimizing his or her power is influenced by implementation of public services. If we look at public services in Indonesia, public organizations still adhere to traditional capital. This is our current public service. Undeniably, without reform in public services, issues that point to bad governance will flourish. widespread practice of bad governance is also influenced by several factors, such as apathy and pessimism. One example of bad governance is extortion. author himself once observed public services in a city in South Sumatra. Giving money to public service officers seemed commonplace and open. Gradually, citizens began to accept this practice as more frequent, leading to fact that private sector is better at providing services.

This bad behavior in government bureaucracy often arises from a flawed mindset, leading officials to engage in actions undesirable by citizens. By making public service delivery a starting point for building good governance, it is hoped that public's tolerance of bad governance

can be curbed. Embodying values that have long characterized good governance, such as efficiency, justice, responsiveness, non-discrimination, and high accountability, can easily be developed within scope of public services.

According to UNDP, characteristics of good governance are as follows (UNDP, 2000). First, participation. Every citizen has a voice in decision-making, either directly or through legitimate representative institutions. Second, rule of law. legal framework must be fair and enforced impartially, especially regarding human rights. Third, transparency must be built on free flow of information. Processes, institutions, and information are directly accessible to those who need them. Information must be understandable and subject to scrutiny.

Fourth, responsiveness. Institutions and processes must strive to serve stakeholders. Fifth, consensus orientation, as defined by good governance, mediates differing interests to achieve best choices for their interests in policies and procedures. Sixth, equity, which means all citizens have opportunity to improve and maintain their well-being. Seventh, Effectiveness and Efficiency. Processes and institutions produce what is needed from available resources. Eighth, Accountability, meaning decision-makers in government, private sector, and civil society are accountable to public and relevant institutions. Ninth, Strategic Vision. Leaders and public must have a perspective on good governance and human development that aligns with what is needed.

Public service depends on who serves, how they serve, and support needed to achieve good service. In context of who serves, an official must play following roles:

- a. Modernizer: A bureaucrat should have a progressive mindset

- b. Catalyst: A bureaucrat should be able to act as an intermediary between government and public
- c. Dynamicator: A bureaucrat should act as a guide to create a dynamic environment in society
- d. Stabilizer: Able to build stability in society
- e. Motivator: Able to be a role model in society (Anggraeni, 2014). In implementation and acceptance of services, public control is one of most important factors. public's ability to criticize public service officials has a significant impact. Meanwhile, in terms of support, this reform must be supported by leadership competency development programs. Currently, leadership development has been conducted separately from public service programs, resulting in numerous complaints. Therefore, every training participant should be able to participate in leadership competency development programs. (Wibowo & Kertati, 2022).

The following are ways to realize implementation of quality public services to realize good governance. First, government can create a simpler government structure. Second, utilize technology. current of globalization makes us inseparable from technology. Of course, government should not waste this opportunity. Providing public services through websites and applications is latest innovation to make it easier for citizens to conduct business remotely. Abidin (2002) agrees that e-government is an internet-based information management and public service system, to record and track public information and provide access to public services by government agencies. Third, there is a paradigm shift in government bureaucracy towards a more ideal direction. This change is expected to support positive government officials' behavior, thus achieving good governance.

Fourth, democratization of bureaucracy, namely government officials' commitment to values. (Saggaf & Akib, 2018). Fifth, changes in role of public organizations are needed. reason is increasing complexity of problems in public sector, which has led to declining trust in ability of public organizations to solve public problems. Sixth, pay attention to communication ethics when providing public services.

In context of communication ethics, public services can be seen from communication process during service delivery. quality of a service is reflected in way officers deliver it. There are four communication principles in public service delivery, including: (Alfisyahrin, 2018):

1. Every action in service delivery has potential to be communication.
2. The interaction between an organization and its public is through communication.
3. Communication aims to influence, control opinion, and encourage cooperation.
4. Interest-based communication provides meaning to every interaction that occurs, resulting in mutual understanding and a mutually beneficial (humanistic) relationship.
5. The closer psychosocial relationship between an individual/organization and needs/desires of customers, more effective communication will be.

Seventh, optimize public information transparency in public service delivery. (Wibawa, 2019). Transparency is one alternative to achieving good public service delivery, one that is free from corruption and extortion. Eighth, how to align public services with organization's vision and mission. This way, organization can achieve its goals through services it provides.

## **5. Conclusion**

The government plays a strategic role in development process. In context of improving public services, service providers must implement principles of public service, including:

1. Transparency and accountability, which are open, easy to understand, and accessible to all parties in need, and accountable in accordance with statutory provisions.
2. Conditionality, which is in accordance with conditions and expectations of service providers and recipients, while adhering to principles of efficiency and effectiveness, and adapting to evolving situations and conditions. Public service leaders are required to periodically evaluate performance of service providers within their respective agencies. Evaluation activities must be conducted continuously, and results reported to highest level of public service providers. A leader must improve and educate service providers so that all have a direction, attitude, and goals to satisfy customers.
3. Participatory, which is encouraging community participation in provision of public services by paying attention to public aspirations and their needs and desires. There is integration among service providers, who collectively provide satisfactory services to customers.
4. Equal rights, namely non-discrimination, meaning that it does not differentiate based on ethnicity, race, religion, social class, or economic status. Open access to public oversight, namely oversight carried out by public in form of reports or complaints about irregularities and weaknesses in implementation of public services.

5. Balance of rights and obligations, between providers and recipients of public services.

Public services must fulfill rights and obligations of each party.

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