

## **The Effectiveness of Good governance Implementation at Postgraduate Program of the State University of Makassar**

Burhanuddin, Muhammad Rifdan and Andi Ikhsan  
Faculty of Public Administration, State University of Makassar, Makassar, Indonesia

**Abstract:** The elements of good governance and government policy are required to actualize a better public service in the form of regulations and operational policies. This study aims to determine the effectiveness of good governance implementation in the Postgraduate Program of the State University of Makassar which includes accuracy, effectiveness, efficiency and sustainability. The study applied quantitative method using survey design. The population of the study is all students, lecturers and administrative employees of the Postgraduate Program. The 70 students, 20 employees and 10 lecturers involved in this study as the participant. The data obtained through questionnaire using the Likert scale model which is analyzed descriptive and inferential statistical analysis. The results of correlation and regression analysis found that there is a very strong correlation of good governance implementation with the correlation coefficient value ( $r$ ) = 0.913 in which indicated the strong effect. Based on finding, it can be concluded that the alternative hypothesis ( $H_1$ ) is accepted or there is a significant effect of the good governance implementation toward the public service at the Postgraduate Program of the State University of Makassar.

**Key words:** Effectiveness, good governance, public service, government policy, sustainability service

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### **INTRODUCTION**

Several policies show the seriousness and intention of the government to create in earnest of the clean governance. However, the practices of corruption that flourished since the new order in Indonesian tends to increase when the government is intensive to reform the apparatus. The apparatus resources currently connoted by Human Resources (HR) and low professionalism as seen from the public service indicator that is still not optimal, the use of non-productive time and the role of innovation in the line of duty also is not optimal. In the context of good governance to actualize a better public service, rather than being based on elements of good governance, the government policy is required in the form of various regulations and operational policies (Black, 1979). Therefore, the law and regulation aspects must be the basic principle in discussing public services.

The concept of good governance is a continuation of the welfare state in the context of community empowerment. In the centralized welfare state has been in doubt on its success in empowering the community and it is doubtful to be able to do justice in welfare (Cullen *et al.*, 2000). On the concept of the welfare state, the country became the focus of power that regulates many things which are dominant. Good governance is clean and dignified of good governance. It

means that the government is clean and exempted of corruption. The bureaucratic reform is a significant change in the elements of the bureaucracy, among others, institutional, human resources, management, personal accountability, oversight and public services. Some examples of reform, bureaucracy, such as institutional reform and employment, finance, treasury, planning and budgeting, immigration, customs, taxation, land and capital investment.

The important thing is the change in the bureaucratic reform mindset and culture sets as well as development of researcher culture (Denhardt, 2003). Bureaucratic reforms directed at efforts to prevent and eliminate corruption in a sustainable manner in creating good governance, clean, and authoritative (good governance), the government is clean and excepted from corruption. Referring to some sense of service and the public service described in the context of local government, public services can be summarized as the provision of services or serve the purposes of people or society or other organization that has an interest in the organization in accordance with the basic rules and procedures set and is intended to give satisfaction to the recipient of the service.

Suprijadi's research results found the symptoms of public administration, namely: large institutional bureaucracy, supported by human resources that are less professional, the mechanism of action is centralized and

tend to be instructive, control of government bureaucracy is still done by the government and less implementation of political and social control, patrol the client in the government bureaucracy a lot going on and inhibit empowerment of clean apparatus and authoritative it is not clear even tend no sense of accountability both institutionally and individually, the bureaucracy position only accommodate structural position and its contents are often not based on the competencies required, the arrangement of personnel resources is not adapted to the needs of the institutional arrangement bureaucracy and the weakness of the bureaucratic leadership, both at central and local levels becomes much less efficient because of the execution of tasks, effective, rational and humane. Although, this finding is in the national context but the problem is also found in many areas in Indonesia.

The development orientated of information systems and database of accurate, precise and professional, according to the existing conditions as well as the advocates of the existing facilities. The repositioning system administration work is divided into two categories, namely software updates through a computerized database thoroughly and hardware such as procurement of equipment and materials of computer database of each unit within the scope of Postgraduate Program of State University of Makassar.

The Postgraduate program of the State University of Makassar is part of the local government system under the Ministry of National Education of Indonesia that has its functions and duties as educational institution and educator that took a role in realizing the efficiency of human resource, professionalism and responsibility in accordance with the vision and mission of science in Makassar.

There are several reasons underlying on this research: the lack of public administration services to the postgraduate students of the State University of Makassar based on the principle of good governance, the lack of skills and competences possessed by the officers, in which some services were slow and less precise as the students' expectation, the lack of updating the database of the entire administration of the Postgraduate Program which can be accessed by students and lecturers (McKevitt, 1998).

Based on these phenomena to increase the human resources management and staff employees as well as models of good governance and the implementation strategy becomes a form of concept to realize the vision and mission of the Postgraduate Program appropriately, efficiently, effectively and continuously with the principles of good governance. So that, the researcher interested to study the effectiveness of good

governance implementation toward the public service at Postgraduate Program of the State University of Makassar which include: accuracy, effectiveness, efficiency and sustainability of the public service.

## **MATERIALS AND METHODS**

The method used in this research is quantitative by applying a survey design. The survey research conducted to obtain the facts and phenomena that exist and to seek the factual information about public service at Postgraduate Program of the State University of Makassar. This study is also intended to investigate the position (status) of phenomena and see the relationship between the factors with others. Based on the type of data examined in this study included a quantitative study because researcher tried to obtain the objective data, valid and reliable by using the form of numbers or qualitative data. The research was conducted at the Postgraduate Program of State University of Makassar which has two levels, i.e., master program (S-2) and the Doctoral program (S-3). The S-2 program has twelve departments while the doctoral program (S-3) has five departments, bringing the total number of departments as much as seventeen.

The population of the research is all students, lecturers and administrative employees who are in the scope of the Postgraduate Program, State University of Makassar amount of 700 students, 100 lecturers and 27 employees. The total of the population was 877 respondents. The sample was taken by stratified sampling that includes students, staffs and lecturers with a large sampling size that is 10% of the total population. According to the data obtained from the personnel section of the Postgraduate Program, the State University of Makassar that the administrative personnel working in the field of Public and Academic Administration are as many as 20 people. Given the relatively small number of population, the sampling technique is used the total sample, so the samples of employees were 20. For lecturers, respondents used a random sample of 20% of the number of lecturers, so the sample of lecturers as many as 10 lecturers. While gaining the sample of students, the researcher used random sampling on each level of the department that is 10% of the amount of each level in order to obtain a sample of students as many as 70 people. Thus, the total numbers of samples in the study were 100 respondents.

The research instrument applied in this research was a questionnaire with the Likert scale model. That is the alternative choices given to respondents were: always (A), Often (O), Sometimes (S), Rare (R) and Never (N). Positive statements were scored, respectively for:

A = 5, O = 4, S = 3, R = 2 and N = 1. The negative statements were scored, respectively for: A = 1, O = 2, S = 3 R = 4 and N = 5.

Data analysis technique used is descriptive statistical analysis and inferential statistical analysis. The descriptive statistical analysis used to determine the description of the public service that includes (the answer of the alternative hypothesis) which includes the satisfaction of students and professors as well as supporting infrastructure. Similarly, an overview of the application of the principles of good governance in Postgraduate Program of the State University of Makassar which include: accuracy, effectiveness, efficiency and sustainability. For this purpose, the researcher used the mean, median, standard deviation, percentage and frequency distribution.

## RESULTS

The optimizing of public services in the Postgraduate Program of the State University of Makassar in the study were analyzed using correlation and regression. Before analyzing the data in the form of ordinal data into interval data transformation in this study used MSI methods of successive intervals. As Hays in Waryanto developed it by using the Microsoft Excel program. The data is made single data interval and continued with the analysis by using SPSS Version 20.0 the results can be seen in Table 1 as follow. Table 1 shows the results of the data analysis of good governance implementation in Postgraduate Program of State University of Makassar gained the mean score of X1 = 15.07, X2 = 14.35,

X3 = 13.98 and X4 = 11.83 with a standard deviation of X1 = 1.667, X2 = 1.931, X3 = 1.508 and X4 = 2.247, the number (n) of 100 referred to the respondents.

The results of correlation analysis between variable of accuracy (X1) with the application of good governance (Y) was found (r) a correlation is 0.437 was later confirmed by the interpretation guidelines table (Sugiono, 2010) to provide interpretation of the coefficient correlation (r) is 0.437 is at the level of the medium category. The variable of efficiency (X2) with the application of good governance (Y) found the value of the coefficient correlation (r) is 0.679 and confirmed by the interpretation of the guidelines indicates that the relationship between the variables of efficiency and good governance is at a strong level. The correlation between the variable of effectiveness (X3) with the application of good governance (Y) obtained values of coefficient correlation (r) is 0.394 and it is addressing that the variable of effectiveness is at a low level in the range of the interval from 0.20-0.399. While the variable of sustainability (X4) found that the correlation coefficient (r) is 0.694. The interpretation of the results showed that the relationship of sustainability variable (X4) toward the implementation of good governance (Y) has a strong correlation. It can be seen in Table 2.

The result backward method analysis using SPSS Version 20.0 was obtained (r) (coefficient correlation) is 0.913 which shows that there is a very strong correlation between the variables of accuracy, efficiency, effectiveness and sustainability toward the implementation of good governance at the Postgraduate Program, the State University of Makassar with a coefficient of determination ( $R^2$ ) is 0.834. This shows that the contribution of the four variables in the implementation of good governance is 83.4% and only 16.6% from other variables. To find out how the significant influence of the implementation of good governance in the public service it can be seen through the regression analysis result as in Table 3.

Table 1: Descriptive statistic of the variables

Indicators	Mean	SD	N
Good governance	78.67	7.451	100
X1 (accuracy)	15.07	1.667	100
X2 (efficiency)	14.35	1.931	100
X3 (effectiveness)	13.98	1.508	100
X4 (sustainability)	11.83	2.247	100

Primer data (2015)

Table 2: The correlation of each variable

Methods	Good governance	Accuracy	Efficiency	Effectiveness	Sustainability
<b>Pearson correlation</b>					
Good governance	1.000	0.437	0.679	0.394	0.694
Accuracy	0.437	1.000	0.236	0.151	0.087
Efficiency	0.679	0.236	1.000	0.203	0.378
Effectiveness	0.394	0.151	0.203	1.000	0.025
Sustainability	0.694	0.087	0.378	0.025	1.000
<b>Sig. (1-tailed)</b>					
Good governance	-	0.000	0.000	0.000	0.000
Accuracy	0.000	-	0.009	0.067	0.194
Efficiency	0.000	0.009	-	0.021	0.000
Effectiveness	0.000	0.067	0.021	-	0.403
Sustainability	0.000	0.194	0.000	0.403	-

Primer data (2015)

Based on the results of regression analysis using the F-test (ANOVA) on the effectiveness of the accuracy (X1), efficiency (X2), effectiveness (X3) and sustainability (X4) on the implementation of good governance at the Postgraduate Program of the State University of Makassar found F-count 119388 and confirmed by F-table where degrees of freedom numerator 4 denominators with 95 degrees of freedom, the confidence level of 95% is 2:47. This means that the F-count (119 388) > an F-table (2:47) it can be stated that the hypothesis  $H_1$  is accepted that there is significant influence between the variables of accuracy (X1), efficiency (X2), effectiveness (X3) and sustainability (X4) towards the implementation of the good governance at Postgraduate Program of the State University of Makassar. It can be concluded that the model equation  $y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4$  is acceptable as can be seen in Table 4:

Theoretically, the maximum of the students answers to all the instruments that the correct answer is 5 items X5 of each question X70 students = 1750 while the minimum score is 5 items X1 of each question X70

Table 3: The correlation of good governance implementation toward public service

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the estimate
1	0.913 <sup>a</sup>	0.834	0.827	3.098

Primer data (2015)

Table 4: The effect of good governance implementation toward public service

Models	Sum of squares	df	Mean square	F-value	Sig.
Regression	4584.173	4	1146.043	119.388	0.000 <sup>a</sup>
Residual	911.937	95	9.599		
Total	5496.110	99			

Primer data (2015)

students = 350. In connection to the regression analysis of data followed by t-test to test the significance of each independent variable constants. The analysis using SPSS Version 20.0 is obtained:

- t-count of the accuracy is 6134, the probability (Sig.) is 0.000 with a significance level of 0.05 it can be stated that the effect of that error level of accuracy 0.05> probability (Sig.) 0.000
- t-count of efficiency is 7.698; the probability (Sig.) is 0.000 with a significance level of 0.05. It can be stated that the significant variables are having an efficiency level of error 0.05> probability (Sig.) 0.000
- t-count of effectiveness is 6226 with the probability level (Sig.) is 0.000 it can be stated that the effectiveness has the significant effect
- t-count of sustainability is 11665, the probability (Sig.) is 0.000. It can be concluded that the sustainability has the significant effect

Thus, it can be created an equation of regression is as follows:

$$Y = 1.552 + 1.186 X_1 + 1.398 X_2 + 1.323 + 1.749 X_3 X_4$$

$$Y = 1.552 + 1.186 (15.07) + 1.398 (14.35) + 1.323 (13.98) + 1.749 (11.83) = 88.839$$

Referring to the equation above, it can be predicted that the quality of the implementation of Good governance, the mean score of the quality of public services is 88 839. It can be seen in Fig. 1.

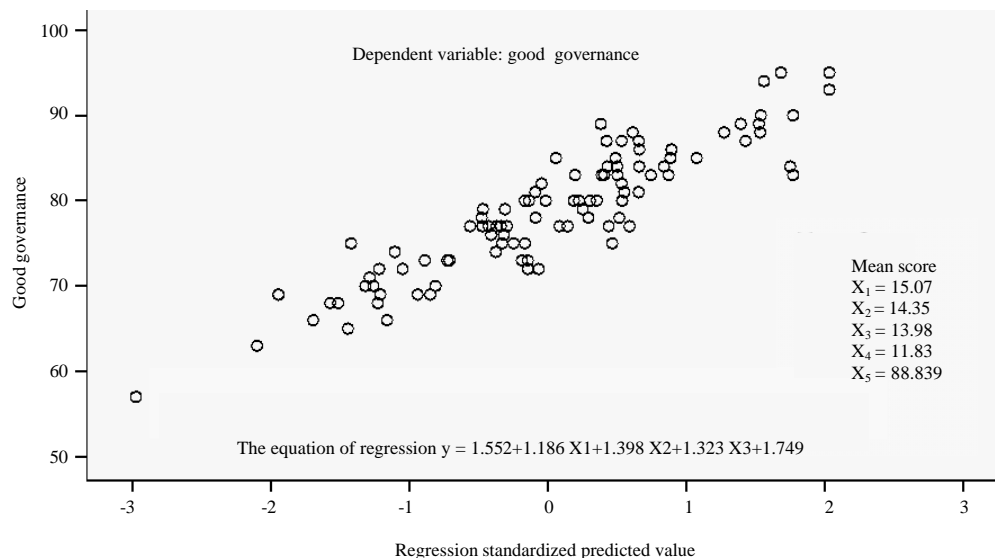


Fig. 1: The equation of regression

## DISCUSSION

The results obtained above show the correlation of each variable of accuracy, efficiency, effectiveness and sustainability toward the public service.

**Accuracy in services:** In the variable of accuracy found a correlation coefficient ( $r$ ) = 0.437. This indicates that the relationship between the variable of accuracy to the public service has an average relationship. This is caused by the lack of human resources, especially the skills and the knowledge in the public service management. Skills are a learning process in which one of the indicators to determine a person has been successfully applying the knowledge they have learned and all the capabilities that exist in themselves in performing activities to achieve certain goals.

According to Ali states that the words psychomotor (skills) related to the word “motor”. So psychomotor closely linked to the working muscles, causing gestures. The psychomotor domains can be classified into six aspects, namely; acceptance, the readiness to do an activity, mechanical, guided response, the adaptation and proficient (origination).

In line with the statement of Moenir that there is some sense of word exercises given by scientists such as Robert, said that the exercise is a learning process that requires the ability concepts, attitudes or knowledge of the people to help them achieve their goals. Michael uses the term exercise which shows a process of improvement of attitudes, abilities and skills of workers to organize specialized work, especially education and training, among others: the basic concept of computerization, application of a computerized database, strategy and employee performance improvement model, creative leadership and moral ethics in the performance.

The training should be organized well in order to deliver a change in employee behavior and knowledge as early as possible on the basis of individual requirements associated with its research, causing employees can easily understand the instructions to lead in carrying out the task. According to Gordon Alport in Azwer attitude is a person's readiness to react to anything of the object in a certain way and has the potential inclination or ability to react when individuals are exposed to a stimulus-response. Further, Azwer suggested that there were known to social attitudes that form the attitude of the social interaction experienced by the individual. The social interaction occurred interplay between the individual and the mutual influence of the behavior of each individual or group as a member of society.

**Efficiency in service:** The variable of efficiency has a correlation to the public service in which the correlation coefficient ( $r$ ) = 0.679 categorized as a strong relationship. It shows that public services are applied in Postgraduate Program is good it is supported by scheduled services and programmed so as to allow an employee to carry out the service in accordance to the Standard Operating Procedure (SOP).

A clear working relationship as a measurement of performance required institutions concrete actions to reinforce the institution responsible in formulating norms, standards and procedures to manage information, reviewing, analyzing, formulating and establishing performance indicators, disseminating SOP itself and increase the competence of human resources and implementation reward and punishment consistently.

**Effectiveness in services:** The variable of effectiveness analysis found that the correlation coefficient ( $r$ ) = 0.394 revealed that there is a low correlation between the variable of effectiveness toward the public service in Postgraduate Program. According to the paradigm of public policy in the era of regional autonomy that is oriented to customer satisfaction, provide directions for making a change in the mindset of government officials in addressing the changes or paradigm shift governance of service-oriented. The governance policy which was originally based on the paradigm that puts the government rule procedures, changed or shifted into a paradigm of good governance that emphasizes togetherness, transparency, accountability, fairness, equality and the rule of law.

The public service in the paradigm of good governance, in the process, not only made by the government based on the rule of government approach (legality) or just for the sake of government. The paradigm of good governance prioritize processes and procedures, which in the process of preparation, planning, formulation and drafting of a policy always emphasize togetherness and done by involving all stakeholders. The involvement of stakeholders in the environmental elements of the bureaucracy is very important because they have the competence to support the success of the implementation of the policy. Public participation should also be involved and should not be held as a formality, public aspirations towards stakeholders conducted optimally through various techniques and activities including the formulation and development of policies.

The implementation of good governance is good basically requires the involvement of all the stakeholders, both within the bureaucracy and in society. Good governance is a government close to the people and in

providing services must be in accordance with the needs of the community. The essence of good governance (good governance) is characterized by the implementation of good public service this is in line with the essence of the policy of decentralization and regional autonomy that is intended to provide flexibility to organize and manage the areas of local communities and improving public services.

Paradigm of Good Governance today pervasive in the minds of most stakeholders in central and local government and foster the spirit of local governments to improve and enhance the performance of local government management in order to improve the quality of public services.

Many local governments have taken positive steps in setting policy to improve the quality of public services based on the principles of good governance.

The Postgraduate Program of the State University of Makassar in running the public services as the regulator (rule government) has to change the mindset and performance organizers, adapted to the purpose of the organizers of the Masters itself, namely to provide and improve the satisfactory service to students and the community. For the realization of good governance, in the running of public services, courses must also provide opportunities to the students and the community in access to public services based on the principles of equality, transparency, accountability, fairness and legal certainty.

**Sustainability in service:** The variable of sustainability results obtained a strong correlation with a correlation coefficient ( $r$ ) = 0.694. It showed a strong correlation between the variables and the continuity of public services.

The Postgraduate Program as a public institution requires the sustainability of the service program that relies on the application of good governance, principles of public services which include: simplicity, clarity and certainty of time, security, responsibility, completeness and quality of infrastructure, equipment and support, ease of access; discipline, courtesy and hospitality, comfort. On the other hand it relies to the standard of public services, namely: procedures, the time of completion, the cost of the service, service product, the facilities and infrastructure and the competence of personnel services, conditions affecting the application of good governance in the graduate program.

The implementation strategy of Good governance at the Postgraduate Program of the State University of Makassar, namely: improving the quality of human resources, awards (reward), sanctions (punishment) and

external factors, work environment and existing policies. That is the effectiveness of the strategy of good governance is applied to the Postgraduate Program greatly depends on the availability of facilities and infrastructure owned by the organization, as well as the quality of personnel resources existing employees within the scope of the Postgraduate Program of the State University of Makassar.

In general, there is a very strong relationship in which the correlation coefficient ( $r$ ) = 0.913, shows a very strong correlation amongst variables of accuracy, efficiency, effectiveness and sustainability toward the implementation of good governance at the Postgraduate Program, the State University of Makassar with a coefficient of determination ( $R^2$ ) was 0.834. This shows that the contribution of the four variables in the application of good governance by 83.4% and only 6% came from other variables such as equity, supervision, enforcement (law enforcement), responsiveness, participation, professionalism, accountability, an insight into the future (strategic vision) and transparency which are not addressed in this study.

The effectiveness of good governance implementation in Postgraduate Program of the State University of Makassar, based on the results of the regression analysis were  $F\text{-count} (119.388) > F\text{-table} (2.47)$  which can be concluded that the hypothesis  $H_1$  is accepted that there is significant influence between the variables of accuracy ( $X_1$ ), efficiency ( $X_2$ ), effectiveness ( $X_3$ ) and sustainability ( $X_4$ ) toward the implementation of good governance.

With the regression equation, i.e.,  $Y = 1.552 + 1.186(15.07) + 1.398(14.35) + 1.323(13.98) + 1.749(11.83) = 88.839$ . It can be predicted that the average value of public services = 88839. From the regression equation above, it can be interpreted that the value of one variable increases the accuracy of the average value of 1.186 services and increases accuracy when 10 of the average value of the service becomes 11.86 to increase the efficiency of variable 1 then averaged over 1.398 services when efficiency increases 10 then an average of 13.98 services, increases the effectiveness of the variable 1, the average value of 1.323 and when the effectiveness of services increased 10 then the average value of any services 13.23 so well when one variable increases the sustainability of the average value of 1.794 and when continuity of service increases 10 then the average value of 17.94.

## CONCLUSION

Based on the results of correlation and regression analysis found that there is a very strong correlation

based on the value of the correlation coefficient ( $r$ ) = 0.913 which interprets as very strong. To explain the effect of the application of good governance to the public service that gain on  $F$ -count = 119.388. Confirming to  $F$ -table with  $db$  (4.95) with confidence level values of 95% obtained thereby  $F$ -table = 2.47  $F$ -count  $>$   $F$ -table. It can be concluded that the hypothesis  $H_1$  is accepted, i.e., there is a significant effect of the implementation of good governance toward public service at Postgraduate Program of the State University of Makassar.

### RECOMMENDATIONS

Based on the conclusions outlined above, it is recommended that the implementation of the good governance in the field of precision and continuity of the program and in improving public services to the students and the lecturers must be increased. For the leadership of the State University of Makassar particularly in Postgraduate Program to support the infrastructure in the academic process further enhanced, especially in the information in the library reference.

The present study aimed at investigating the effectiveness of good governance and public administration at Postgraduate Program of the State University of Makassar, Indonesia. Some implications of the study can be concluded as follows.

First, based on the result of the study, it can be found that there is a significant effect of the implementation of good governance toward public service at Postgraduate Program of the State University of Makassar. But the implementation of the good governance in the field of precision and continuity of the program and in improving public services to the students and the lecturers must be increased. It is also beneficial to researchers who aim at developing a needs analysis to consider in great depth of the good governance and public policy in terms of accuracy, efficiency and sustainability.

Second, the study contributes to understanding the case of good governance and public policy in Postgraduate Program which include: accuracy, effectiveness, efficiency and sustainability.

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