

Actualization of General Principles of Good Governance in the Government Administration System

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ABSTRACT

This study aims to examine the actualization of general principles of good governance in the government administration system at Bone Regency. The type of research used is empirical research. Data collection techniques used in this study were interviews and literature study. The research data were analyzed quantitatively and then presented descriptively. The results showed that the actualization of general principles of good governance in the government administration system at Bone Regency is still not implemented. One of the main reasons is that the professionalism and competence of SCA resources in Bone Regency are still low. Furthermore, the factors that influence realizing the general principles of good governance in the government administration system at Bone Regency include leadership capability, supervision, SCA resources, and consensus between government and citizens. Therefore, substantial efforts are needed to improve the professionalism and competence of SCA resources through education and the provision of special training. In addition, leadership capability, supervision, and consensus between government and citizens also need to be improved and carried out consistently so that the actualization of general principles of good governance in the government administration system at Bone Regency can be carried out well in the future.

Keywords: *Good Governance, Government Administration System, Principles.*

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INTRODUCTION

Initially, the political reform movement in Indonesia went through the general dynamics of the democratization process. The turmoil of the citizen political movement in early 1998 succeeded in forcing President Soeharto, as a symbol and face of the New Order's authoritarianism, to resign from his position. This situation is often defined as the fall of an authoritarian regime, opening opportunities for a political transition

to democracy.¹

Entering 1999, the symptoms towards the development of a good government began to appear. At least two significant policies mark Indonesia's entry into the direction of this movement, namely democratization, and decentralization of government.² Honest and fair elections are held to elect citizens' representatives in the Central and Regional Houses of Representatives. The government that was previously fully controlled by the central government and then decentralized to the regions, giving the regions relatively large autonomy.³ Changes in the state administration system cannot be separated from citizens' political freedom in expressing their interests. This situation gives excellent hope in building a government that is more responsive to citizens and maximizes benefits for the interests of citizens.⁴

After four years of running, the direction and initial product of this reform movement in producing good governance began to question many circles.⁵ In general, it can be said that Indonesian citizens are currently disappointed with the government, which is still corrupt and still does not serve the citizens optimally.⁶ The Good Governance campaign carried out by the government, civil society, and international donor agencies were only able to bring about government liberalization but did not bring significant improvements to the development of a government that served the citizens.⁷

One of the causes of today's multidimensional crisis is the abuse of power manifested in corruption, collusion, and nepotism, and has become epidemic in all aspects of life.⁸ Various studies on corruption in Indonesia show that corruption hurts development through leakage, mark-ups that cause high-cost and uncompetitive products in the global market (high-cost economy) to damage the structure of citizens and state life.⁹

¹Baderan, S. (2014). Pola Transisi Demokrasi yang Terjadi di Indonesia dan Brasil. *Farabi, Institut Agama Islam Negeri Sultan Amai*, 11(2), p. 106.

²Santosa, M. A. & Quina, M. (2014). Gerakan Pembaruan Hukum Lingkungan Indonesia dan Perwujudan Tata Kelola Lingkungan yang Baik dalam Negara Demokrasi. *Jurnal Hukum Lingkungan Indonesia, Indonesian Center for Environmental Law (ICEL)*, 1(1), p. 26.

³Jahidin, H. J. (2019). Fungsi dan Wewenang Dewan Perwakilan Rakyat Daerah Provinsi Berdasarkan Asas Otonomi Daerah Seluas-Luasnya. *Law Review, Universitas Pelita Harapan*, 19(2), p. 207.

⁴Sandiasa, G. & Agustana, P. (2018). Reformasi Administrasi dan Birokrasi Pemerintahan Daerah dalam Meningkatkan Kualitas Layanan Publik di Daerah. *Public Inspiration: Jurnal Administrasi Publik, Universitas Warmadewa*, 3(1), p. 3.

⁵Agusta, E. & Jaya, I. (2017). Profesionalisme Aparatur Pemerintah Daerah dalam Pengembangan Kualitas Kinerja yang Lebih Baik dalam Mewujudkan Pemerintahan yang Baik. *JISPAR (Jurnal Ilmu Sosial, Politik dan Pemerintahan), Universitas Palangka Raya*, 6(1), p. 50.

⁶Heliary, I. (2019). Kebijakan Publik dalam Pelayanan Hukum di Kota Bekasi. *Jurnal Ilmiah Hukum De'Jure: Kajian Ilmiah Hukum, Universitas Singaperbangsa Karawang*, 4(1), p. 34.

⁷Garvera, R. R. (2018). Kinerja Aparat Desa dalam Pelayanan Publik di Desa Nagrapageuh Kecamatan Panawangan Kabupaten Ciamis (Studi tentang Pelayanan Surat Keterangan Tidak Mampu). *Moderat: Jurnal Ilmiah Ilmu Pemerintahan, Universitas Galuh*, 4(1), p. 110.

⁸Wibisono, A. G. & Utama, Y. J. (2014). Revitalisasi Prinsip-Prinsip Good Governance dalam Rangka Penyelenggaraan Pemerintahan yang Baik, Bersih, dan Bebas Korupsi, Kolusi, serta Nepotisme. *Law Reform, Universitas Diponegoro*, 10(1), p. 46.

⁹Astomo, P. & Pahrudin, P. (2020). Implementasi Asas-asas Hukum dalam Pembentukan Peraturan Desa yang Baik di Kabupaten Polewali Mandar dan Kabupaten Majene Provinsi Sulawesi Barat. *Jurnal Pengabdian Masyarakat: Darma Bakti Teuku Umar, Universitas Teuku Umar*, 2(1), p. 108.

In the implementation of development, interdependence, interrelation, and interaction between one area of life and other areas of life are recorded. This integration must be realized in formulating development policies and strategies and managing the implementation of national/regional development.

Along with the dynamics of government development, since the introduction of reforms, it has impacted the trust of the Central Government towards Regional Government. The proof is that the Regional Government is given broad and responsible autonomy as regulated in Law Number 22 of 1999 on Local Government as has been repealed and amended several times, most recently by Law Number 9 of 2015 on the Second Amendment to Law Number 23 of 2014 on Local Government. The essence of these laws and regulations is that the central government gives local governments the freedom to be creative in implementing the wheels of government and fostering citizens. The implication is that the Regional Government can manage its household, including exploring the potential to finance regional development.

Non-bureaucratic (administrative) aspects are still common, such as relations between political groups, family relationships, primordial ethnic relations, religion, lineage, and other relationships.¹⁰ Circumstances like this sometimes make it difficult for the government bureaucracy to act and work objectively, rationally, and according to applicable law. Even the orientation of the bureaucracy, which should be for the benefit of the state and citizens, can be replaced with the group's interests.¹¹ This condition ultimately makes the bureaucracy unable to carry out its role as a servant of the state and citizen and creates a crisis of confidence in the government apparatus.¹²

Based on the description above, this study aims to examine the actualization of general principles of good governance in the government administration system at Bone Regency. The benefit of this research is that it provides a basic understanding for administrative administrators to be more optimal in improving services to citizens.

METHOD

The type of research used is empirical research, namely field research, by collecting data based on the problems posed in this study.¹³ This research was conducted at the office of the Regent of Bone Regency with the target of interested parties in implementing good governance in Bone Regency. The selection of this location is

¹⁰Hadi, K. (2018). Legitimasi Kekuasaan dan Hubungan Penguasa-Rakyat dalam Pemikiran Politik Suku Dayak Ma'anyan. *Jurnal Kawistara: Jurnal Ilmiah Sosial dan Humaniora, Universitas Gadjah Mada*, 8(1), p. 48.

¹¹Pattipawae, D. R. (2011). Penerapan Nilai-Nilai Dasar Budaya Kerja dan Prinsip-Prinsip Organisasi Budaya Kerja Pemerintah dengan Baik dan Benar. *SASI, Universitas Pattimura*, 17(3), p. 36.

¹²Kurniawan, A. & Suswanta, S. (2020). Manajemen Aparatur Sipil Negara dalam Mewujudkan Tata Kelola Pemerintahan yang Baik. *Kemudi: Jurnal Ilmu Pemerintahan, Universitas Maritim Raja Ali Haji*, 5(1), p. 143.

¹³Qamar, N. & Rezah, F. S. (2020). *Metode Penelitian Hukum: Doktrinal dan Non-Doktrinal*. Makassar: CV. Social Politic Genius (SIGn), pp. 47-48.

based on the consideration that there are still many government officials in the Regent of Bone Regency's office who do not carry out their duties and functions as servants of the state and servant citizens optimally. The population in this study is the regional secretariat of the Bone Regency. The sample is the leadership associated with the Regent of Bone Regency office using a non-random sampling method by assigning four informants. Employees in the regional secretariat of Bone Regency with a non-random sampling method by determining 50 respondents.

The types and sources of data used to support the research results are primary data, namely data obtained directly from the first source (respondents) at the research location by conducting interviews and filling out questionnaires.¹⁴ In addition, secondary data is obtained from various literature in the form of specific sources, such as books, magazines, documents (court decisions, academic texts, and other documents), and other reading literature closely related to this research's discussion. The primary and secondary data were analyzed quantitatively and then presented descriptively, include explaining, elaborating, and describing the problems closely related to this research.¹⁵

RESULT AND DISCUSSION

A. Actualization of General Principles of Good Governance in the Government Administration System at Bone Regency

The principle is the truth that is the starting point for thinking and acting. The principle as a concrete legal norm regulating specific concrete behavior can be abstracted as a more general norm. The scope of its application is more general and broader than a concrete norm.¹⁶ However, in a state of law whose government actions are so prominent in *Doelmatigheid's* considerations, arbitrariness tends to stand out.¹⁷ On the other hand, if the administration takes rigidly on the issue of *Rechtmatigheid*, it tends to neglect to realize the function of the welfare state.¹⁸ Therefore, the state must apply the general principles of proper governance. In this case, determine what, when, where, and how. The importance of the general

¹⁴Lestari, P. (2020). Pengadaan Tanah untuk Pembangunan demi Kepentingan Umum di Indonesia Berdasarkan Pancasila. *SIGn Jurnal Hukum, CV. Social Politic Genius (SIGn)*, 1(2), p. 74.

¹⁵Suherman, A. (2019). Implementasi Independensi Hakim dalam Pelaksanaan Kekuasaan Kehakiman. *SIGn Jurnal Hukum, CV. Social Politic Genius (SIGn)*, 1(1), p. 43.

¹⁶Agustian, S. L. (2019). Asas-Asas Umum Pemerintahan yang Baik sebagai Batu Uji bagi Hakim dalam Memutus Sengketa Peradilan Administrasi Negara. *Jurnal Hukum Magnum Opus, Universitas 17 Agustus 1945 Surabaya*, 2(2), p. 159.

¹⁷Rauta, U., et al. (2017). Telaah Teoretis dan Yuridis Tukar Menukar Barang Milik Daerah dengan Swasta. *Jurnal Hukum Ius Quia Iustum, Universitas Islam Indonesia Yogyakarta*, 24(2), p. 234.

¹⁸Darmini, D. (2018). Kebijakan Pemerintah dalam Rangka Mewujudkan Negara Kesejahteraan. *Solid, STMIK ASM Mataram*, 8(2), p. 68.

principles of good governance, which by G. J. Wiarda, mentions five principles:¹⁹

1. The principle of fair play, namely the implementation (organization) of functions in decision-making. The administration is required to be fair (fair play) to carry out (give) an objective assessment, not to specific groups;
2. The principle of accuracy, namely the implementation of tasks or in making decisions, is not carried out haphazardly but is based on careful consideration based on data obtained carefully and thoroughly;
3. The principle of accuracy in objectives, which is intended so that what is stated in the first and second principles, where the administration is required to be honest in providing an objective assessment and not being carried out haphazardly, does not mean complete freedom. However, what are the goals to be achieved, and the other possible consequences that might arise? Thus, the administration (bestuur) must act in a casuistic manner, although its integration or consistency is maintained with the decisions that have been taken as well as the basic rules;
4. The principle of legal balance is intended so that all administrative actions always balance the original purpose and other general goals. A balance between other general objectives and the objectives referred to in the basic rules;
5. The principle of legal certainty, namely that in a legal state, the principle of legality cannot be abandoned, even though this is factually different from what already exists, but it must not conflict.

Clean governance can also be realized if supported by the implementation of general principles of good governance. The general principle of good governance is a guideline for state administrators in carrying out their duties.²⁰ These guidelines are necessary so that his actions remain following the real purpose of the law. However, the realization of government functions often fails. In other words, the law fails to determine its concrete norms in the laws and regulations.²¹ Therefore, the state administration is given the authority to determine concretely while still considering the general principles of good governance.²² Based on his research, Jazim Hamidi found the character of the general principles of good governance,

¹⁹Yarni, M., *et al.* (2018). Model Kebijakan Pemerintah Desa dalam Pengelolaan Pasar Desa di Kecamatan Sungai Gelam Kabupaten Muaro Jambi. *University of Bengkulu Law Journal, Universitas Bengkulu*, 3(2), p. 162.

²⁰Solechan, S. (2019). Asas-Asas Umum Pemerintahan yang Baik dalam Pelayanan Publik. *Administrative Law and Governance Journal, Universitas Diponegoro*, 2(3), p. 544.

²¹Purwadi, A. (2013). Harmonisasi Pengaturan Perencanaan Pembangunan antara Pusat dan Daerah Era Otonomi Daerah. *Perspektif: Kajian Masalah Hukum dan Pembangunan, Universitas Wijaya Kusuma Surabaya*, 18(2), p. 93.

²²Syuhudi, I. (2017). Implementasi Asas-Asas Umum Pemerintahan yang Baik di Lingkungan Peradilan Administrasi Negara. *Pena Justisia: Media Komunikasi dan Kajian Hukum, Universitas Pekalongan*, 17(1), p. 15.

including:²³

1. The General Principles of Good Governance are ethical values that live and develop within the State Administrative Law environment;
2. The General Principles of Good Governance serve as a guide for state administration officials in carrying out their functions, as a test tool for Administrative Judges in assessing state administrative actions (in the form of stipulations/*beschikking*), and as a basis for filing lawsuits for the plaintiffs;
3. Most of the General Principles of Good Governance are still unwritten principles, oral tradition, still abstract, and can be explored in the practice of citizens' lives;
4. Most others have become written legal rules and are scattered in various laws and regulations. Although some of these principles have turned into written legal rules, their nature remains as legal principles.

In the practice of state life so far, several substances of legal norms that form the basis for government administrations have been outlined in various laws and regulations. Some of the laws and regulations referred to include:

1. Law Number 28 of 1999 on the State Organizer who shall be Clean and Free from Corruption, Collusion, and Nepotism;
2. Law Number 51 of 2009 on the Second Amendment to Law Number 5 of 1986 on the Civil Service Arbitration Tribunal;
3. Law Number 5 of 2014 on the State Civil Apparatus;
4. Law Number 30 of 2014 on Government Administration;
5. Government Regulation Number 65 of 1999 on Procedure for Inspection of State Administrator Property;
6. Government Regulation Number 68 of 1999 on Procedures for the Implementation of Public Participation in State Administration;
7. Government Regulation Number 30 of 2019 on Performance Evaluation of Civil Servants;
8. Government Regulation Number 94 of 2021 on Civil Servants Discipline.

The general principles of good governance, as applied in the Netherlands, have also been applied in Indonesia. In the Netherlands, it has been practiced to use general principles of good governance through judges' decisions. Likewise in Indonesia, including:²⁴

²³Hamidi, J. (2007). Penerapan AAUPPL oleh Administrasi (Suatu Upaya Menuju "Clean and Stable Government"). *Unisia, Universitas Islam Indonesia*, 30(66), p. 357.

²⁴Ansori, L. (2015). Diskresi dan Pertanggungjawaban Pemerintah dalam Penyelenggaraan Pemerintahan. *Jurnal Yuridis, Universitas Pembangunan Nasional Veteran Jakarta*, 2(1), p. 146.

1. The principle of legal certainty;
2. The principle of benefit;
3. The principle of balance;
4. The principle of impartiality;
5. The principle of openness;
6. The principle of equality in making decisions;
7. The principle of acting carefully or the principle of accuracy;
8. The principle of motivation for every decision;
9. The principle of not mixing authority;
10. The principle of fair play;
11. The principle of justice and fairness;
12. The principle of trust and responding to reasonable expectations;
13. The principle of negating the consequences of an invalid decision;
14. The principle of protection of personal views or ways of life;
15. The principle of wisdom;
16. The principle of the implementation of the public interest.
17. The principle of good service.

As one example of laws and regulations that contain this principle, based on Article 10 of Law Number 30 of 2014, regulates that the general principles of good governance referred to in this Law include the following principles:

- a. legal certainty;
- b. benefit;
- c. impartiality;
- d. accuracy;
- e. not abuse authority;
- f. openness;
- g. public interest; and
- h. good service.

Good governance is government that is carried out for the citizen sector (good public governance) and the private business world (good cooperate governance).²⁵ However, weak law enforcement, monopolies in economic activities, and poor quality of citizen services have hampered the economic recovery process so that the number of unemployed is increasing, the number of poor people is increasing, the health level is declining, and it has even led to conflicts in various regions that can threaten unity.²⁶

²⁵Watimena, M. A. (2020). Implementasi Good Coorporate Governance, Good Governance dan Kepemimpinan Situasional terhadap Kinerja Pegawai. *Public Policy: Jurnal Aplikasi Kebijakan Publik dan Bisnis, Sekolah Tinggi Ilmu Administrasi Said Perintah*, 1(2), p. 197.

²⁶Adriani, A. (2020). Lemahnya Penegakan Hukum di Indonesia dari Sudut Pandang Struktural. *Ensiklopedia of Journal, Lembaga Penelitian dan Penerbitan Hasil Penelitian Ensiklopedia*, 2(2), p. 132.

The actualization of the general principles of good governance is again a must for every local government in Indonesia, as was done in Bone Regency. The policy directions for realizing a clean and authoritative government in Bone Regency include:

1. Eradicating abuse of authority in the form of practices of corruption, collusion, and nepotism;
2. Improving the quality of local government administration based on the principles of good governance;
3. Increasing citizen empowerment in the implementation of regional development and supervision of local governments.

As described earlier, the general principles of good governance in the government administration system are fundamental. The following results of research related to State Civil Apparatus (SCA) understanding in actualizing the general principles of good governance in Bone Regency can be seen in the table below:

Table 1. SCA's Level of Understanding of General Principles of Good Governance

Indicator	Frequency	Percentage
Understand	39	78.00%
Less Understand	6	12.00%
Do Not Understand	5	10.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, 39 or 78.00% of respondents understand the general principles of good governance. Furthermore, there are 6 or 12.00% of respondents who understand less. In contrast, there are 5 or 10.00% of respondents who do not understand. It can be judged that most of the SCA in the Bone Regency Regent's office understand the general principles of good governance in the government administration system.

The following results of research related to government policymaking based on laws and regulations as a form of actualization of general principles of good governance in Bone Regency can be seen in the table below:

Table 2. Government Policymaking based on Laws and Regulations

Indicator	Frequency	Percentage
Always	29	58.00%
Less Always	18	36.00%
Not Known	3	6.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, 29 or 58.00% of respondents think government policymaking is always based on laws and regulations. Furthermore, there are 18 or 36.00% of respondents think it is less always. In contrast, there are 3 or 6.00% of respondents think that it is not known. It can be judged that the government policymaking is always based on laws and regulations as a form of actualization of general principles of good governance in the government administration system at Bone Regency.

The realization of the general principles of good governance is a condition that can be created. In this case, there is a desire from the government to make it happen through various policymaking. However, sometimes it is found that there are unclear policies. In this case, the policymaking is not based on laws and regulations. The following results of research related to the understanding of SCA in actualizing government policies in Bone Regency can be seen in the table below:

Table 3. SCA's Understanding of Government Policy

Indicator	Frequency	Percentage
Explicit	24	48.00%
Less Explicit	22	44.00%
Not Known	4	8.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, there are 24 or 48.00% of respondents think that government policies in Bone Regency are explicit. Furthermore, there are 22 or 44.00% of respondents think less explicit. In contrast, there are 4 or 6.00% of respondents think that it is not known. It can be judged that government policy is explicit and is a form of actualization of general principles of good governance in the government administration system at Bone Regency.

The following are the results of research related to the implementation and motives of SCA towards the government policies of Bone Regency can be seen in the table below:

Table 4. Implementation and Motives of SCA towards Government Policy

Indicator	Frequency	Percentage
Implemented with the Motive of Need	29	58.00%
Implemented with the Motive of Interest	10	20.00%
Not Implemented	11	22.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, there are 29 or 58.00% of respondents implemented the policy of the government of Bone Regency with the motive of need. Furthermore, there are 10 or 20.00% of respondents implemented with the motive of interest. In contrast, there are 11 or 22.00% of respondents did not implement. It can be judged that SCA needs government policies as a form of actualization of general principles of good governance in the government administration system at Bone Regency.

The following results of research related to the effectiveness of the actualization of general principles of good governance in the government administration system at Bone Regency can be seen in the table below:

Table 5. Effectiveness of the Actualization of General Principles of Good Governance

Indicator	Frequency	Percentage
Effective	11	22.00%
Less Effective	39	78.00%
Ineffective	0	0.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, 11 or 22.00% of respondents think that the general principles of good governance in the government administration system at Bone Regency have been effectively actualized. Furthermore, there are 39 or 78.00% of respondents think it is less effective. In contrast, none of the respondents thought it was ineffective. It can be judged that the actualization of general principles of good governance in the government administration system at Bone Regency is still less effective.

B. Factors Affecting the Actualization of General Principles of Good Governance in Bone Regency

Law enforcement lies in harmonizing the relationship of values spelled out in solid and embodied rules and attitudes of action as a series of final stages of value translation to create, maintain and maintain a peaceful social life. Based

on this explanation, Soerjono Soekanto concluded that the main problem of law enforcement lies in the factors that influence it, including legal factors, law enforcement factors, facilities factors, citizen factors, and cultural factors.²⁷ Some of the more specific factors in the actualization of general principles of good governance in Bone Regency will be described as follows.

1. Leadership Capability

Leadership capability is the substance of the successful actualization of good governance. The essence of the successful actualization of good governance includes:²⁸

- a. The capacity of political leadership to determine strategic priorities for the creation of good governance.
- b. The effectiveness of the implementation of reform policies for the creation of good governance.
- c. The flexibility and capacity of political leadership to study results and quickly take measurements to determine other innovation strategies.

In relation to the above, Muh. Zuhdi stated that:²⁹

“The role of leadership is vital in creating good governance. I cannot imagine a leader putting subordinates in the wrong position, so bureaucratic activities are far from professional. It will be difficult for subordinates who have the technical expertise and are placed in non-technical departments. Even if this has to be done, a leader must provide opportunities for his subordinates to attend education and training to achieve that person’s professionalism.”

The application of governance functions in the administration of the state and national development professionally and consistently within government agencies is a dynamic element of the state administration system. These roles and functions play a role in transforming values directed at realizing the general principles of proper governance.³⁰ The following results of research on leadership capabilities in the ranks of leadership elements in the government administration in Bone Regency can be seen in the table below:

²⁷Soekanto, S. (2004). *Faktor-Faktor yang Mempengaruhi Penegakan Hukum*. Jakarta: PT. Raja Grafindo Persada, p. 42.

²⁸Alam, A. S. & Prawitno, A. (2015). Pengembangan Kapasitas Organisasi dalam Peningkatan Kualitas Pelayanan Publik Dinas Kehutanan dan Perkebunan Kabupaten Bone. *Government: Jurnal Ilmu Pemerintahan, Universitas Hasanuddin*, 8(2), p. 99.

²⁹Results of an Interview with the Head of Administration Section of Regional Secretariat of Bone Regency. Muh. Zuhdi, S.STP., M.Si., on March 20, 2020.

³⁰Achmadi, A. (2015). Kewajiban Pelayanan Publik oleh Pemerintah Daerah di Era Otonomi. *Anterior Jurnal, Universitas Muhammadiyah Palangkaraya*, 14(2), p. 225.

Table 6. Leadership Capabilities in the Ranks of Leadership Elements in the Government Administration in Bone Regency

Indicator	Frequency	Percentage
Capable	20	40.00%
Less Capable	24	48.00%
Not Known	6	12.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, there are 20 or 40.00% of respondents think that the leadership elements' ranks are capable of government administration in Bone Regency. Furthermore, there are 24 or 48.00% of respondents think less capable. In contrast, there are 6 or 12.00% of respondents think that it is not known. It can be judged that the ranks of the leadership elements have less capability in the government administration system at Bone Regency.

2. Supervision

The realization of accountability for good and correct governance requires supervision, both internal and external.³¹ In general, it can be stated that supervision is one of the natural functions of the administration. The following are the research results regarding implementing the supervisory function of the Regional Supervisory Board and the Regional House of Representatives of Bone Regency. In this case, to ensure the actualization of general principles of good governance in the government administration system at Bone Regency can be seen in the table below:

Table 7. Implementing the Supervisory Function of the Regional Supervisory Board and the Regional House of Representatives of Bone Regency

Indicator	Frequency	Percentage
Supervising	20	40.00%
Less Supervising	25	50.00%
Not Known	5	10.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, there are 20 or 40.00% of respondents think that the Regional Supervisory Board and the Regional House of Representatives of Bone Regency have supervised. Furthermore, there are 25 or 50.00% of respondents

³¹Iswanto, Y. K. (2015). Akuntabilitas Publik dalam Proses Hukum Menuju Tata Kelola Pemerintahan yang Baik. *Lex Administratum, Universitas Sam Ratulangi*, 3(8), p. 17.

think less supervising. In contrast, as many as 5 or 10.00% of respondents think that it is not known. It can be judged that the Regional Supervisory Board and the Regional House of Representatives of Bone Regency are less supervising. In this case, the institution less runs its oversight function to ensure general principles of good governance in the government administration system at Bone Regency.

3. SCA Resources

In relation to SCA resources, Muhammad Saleh stated that:³²

“One of the main obstacles that hinder the formation of professionalism and competence of the apparatus is the low level of education of the SCA, where most of the SCA in Bone Regency are high school graduates.”

From the statement above, it can be understood that education is fundamental in terms of the availability of SCA resources. In addition, the level of education is also used as a parameter in assessing the professionalism of SCA, in particular, to ensure the actualization of general principles of good governance in the government administration system at Bone Regency.

In relation to the above, Muhammad Saleh stated that:³³

“The professionalism of SCA resources can be measured based on the implementation of main tasks and functions, including work discipline, work efficiency, work effectiveness, and ability to apply the knowledge gained through education and training.”

Apart from the education and professionalism of SCA, the involvement and efforts made by SCA also significantly affect the realization of good governance in the government administration system in Bone Regency. In this regard, Moh. Zuhdi stated that:³⁴

“Efforts to realize good governance are initiated by making policies related to the involvement and discipline of all SCA. Thus, all SCA can implement the main tasks and functions in the government administration system based on applicable laws and regulations.”

The following results of research regarding government policies on SCA involvement as an effort to actualize the general principles of good governance

³²Results of an Interview with Staff at the Regent’s Office of Bone Regency. Drs. Muhammad Saleh, on March 16, 2020.

³³Results of an Interview with Staff at the Regent’s Office of Bone Regency. Drs. Muhammad Saleh, on March 16, 2020.

³⁴Results of an Interview with the Head of Administration Section of Regional Secretariat of Bone Regency. Muh. Zuhdi, S.STP., M.Si., on March 20, 2020.

in the government administration system at Bone Regency can be seen in the table below:

Table 8. Government Policies on SCA Involvement as an Effort to Actualize the General Principles of Good Governance

Indicator	Frequency	Percentage
Very Good	9	18.00%
Good	40	80.00%
Less Good	1	2.00%
Total	50	100.00%

Source: Primary Data, 2020

Based on the table above, there are 9 or 18.00% of respondents think that government policies on SCA involvement to actualize the general principles of good governance are considered very good. Furthermore, there are 40 or 80.00% of respondents rated it good. On the other hand, there are 1 or 2.00% of respondents rated it less good. It can be judged that government policies on SCA involvement are a good thing in actualizing general principles of good governance in the government administration system at Bone Regency.

4. Consensus between Government and Citizen

It is undeniable that the regional development and change agenda requires the support and involvement of all levels of citizens. Therefore, as the head of the local government, the Regent must make a consensus with the citizen actors without compromising the agenda and objectives of the reform itself. In this case, the policies made by the government not only involve the supporters but also involve the opponents. In addition, with the involvement of all citizens, the policymaking process is also assessed as an effort to actualize general principles of good governance in the government administration system at Bone Regency.

Based on the interviews with all informants, it can be concluded that there are still various problems regarding the consensus between the government and citizens. Citizens still view that government actions or policies do not accommodate the interests of all levels of citizens, especially regarding infrastructure in certain areas. On the other hand, the government views that most citizens still have a narrow view in assessing the output of a policy. In this case, the policy is only assessed as a solution to physical or material problems.

CONCLUSIONS AND SUGGESTIONS

Based on the description of the results and discussion above, it can be concluded that the actualization of general principles of good governance in the government administration system at Bone Regency is still not implemented. One of the main reasons is that the professionalism and competence of SCA resources in Bone Regency are still low. Therefore, the implementation of the main tasks and functions of SCA becomes less effective and efficient. Furthermore, the factors that influence the realization of the general principles of good governance in the government administration system at Bone Regency include leadership capability, supervision, SCA resources, and consensus between government and citizens. Based on these conclusions, substantial efforts are needed to improve the professionalism and competence of SCA resources through education and the provision of special training. In addition, leadership capability, supervision, and consensus between government and citizens also need to be improved and carried out consistently so that the actualization of general principles of good governance in the government administration system at Bone Regency can be carried out well in the future.

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