Good Governance and Leadership:
Sustainable National Development with Good Governance and Leadership in Indonesia[*]

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Abstract:

A solid and responsible execution of construction management is referred to as good governance. Understanding the ideals behind good government is the secret to understanding it. A calculation of a government's success can be obtained by starting with the ideals in the philosophy of governance. As we enter the age of globalization and the introduction of regional sovereignty, the government's roles and obligations grow in tandem with the community's growing demand for fast, convenient, cheap, and decent services. The public wants the government to pay serious resources to fighting graft, collusion, and nepotism (KKN) in order to build a prosperous future. In this paper, a descriptive qualitative methodology is used with the aim of making it easier for writers to describe, analyze, and understand about Good Governance and Leadership.

Keywords: Good Governance, Leadership, Governance

Abstrak

Dalam konsep governance, pemerintah hanya menjadi salah satu actor dan tidak selalu menjadi aktor yang menentukan. Good Governance adalah suatu peyelegaraan manajemen pembangunan yang solid dan bertanggung jawab. Kunci utama memahami good governance adalah pemahaman atas prinsip-prinsip di dalamnya. Bertolak dari prinsip-prinsip dalam konsep governance akan didapatkan tolak ukur kinerja suatu pemerintahan. Memasuki era globalisasi dan pelaksanaan otonomi daerah, tugas dan tanggung jawab pemerintah kian meningkat sesuai dengan menguatnya tuntutan masyarakat untuk memberikan pelayanan yang cepat, mudah, murah,dan baik. Masyarakat menuntut agar pemerintahmemberikan perhatian yang sungguh-sungguhdalam menanggulangi korupsi, kolusi, dan nepotisme (KKN), sehingga tercipta pemerintahanyang bersih dan mampu menyediakan good pub-lic services sebagaimana yang diharapkan. Dalam tulisan ini, penulis menggunakan metodologi kualitatif deskripsif dengan tujuan agar memperudah penulis dalam menjabarkan, menganalisa dan memahami mengenai *Good Governance and Leadership.*

Kata Kunci: *Good Governance, Leadership, Pemerintahan*

A. INTRODUCTION

Good governance means good governance. This is related to clean governance and dignity, and free of corruption, collusion, nepotism (KKN), with the principles of transparency, accountability, upholding the law, and opening up public participation.[5]

According to Vani, in his writing, he stated that every public service provider is obliged to provide an information system nationally. After the reform movement in 1998, the paradigm that developed in the Indonesian government was the demand for better service than before and there was room for the community to participate in the life of the state.[6]

Based on Article 1 paragraph (1) of Law Number 25 of 2009 concerning Public Services, it is stated that Public Services are activities or a series of activities in the context of meeting service needs in accordance with statutory regulations for every citizen and resident for goods, services and / or administrative services organized by public service providers.[7]

The main characteristics or elements of good governance according to Bhata in Nisjar (1997: 119) are accountability, transparency, openness, and the rule of law. The indicators of good governance in Law No. 28/1999 are known as the principles of good governance, consisting of: 1) legal certainty; 2) orderly state administration; 3) public interest; 4) openness; 5) proportionality; 6) professionalism, and; 7) accountability. Furthermore, in Law 32 of 2004 the revision of Law 22 of 1999 concerning regional autonomy, the seven principles were refined into 9 principles, namely 8). the principle of effectiveness, and; 9) efficiency.[8]

There are several important aspects of a governance. First, governance is an administrative system that involves many actors (multi stakeholders) from the government and non-government elements. A governance system is not a substitute for government, but rather a complement to a government. The source of legitimacy of governance is not only the constitution and regulations governing the existence of government, but also the values that originate and develop in society. Second, governance is deliberately developed to respond to problems and public interests. The focus of governance is on the needs and interests of the wider community as a collectivity, not their personal needs and interests. Third, the pattern of relations between actors in a government system does not have to be a formal and tight

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[5] Achmad Djunaedi, "Integrasi E-Government: Tantangan, Kebijakan dan Implementasi, Seminar Pelayanan Publik Dan E-Government," dalam Seminar Pelayanan Publik dan E-Government (Jakarta: Bappenas, 2008).

[6] Achmad Djunaedi, "Integrasi E-Government: Tantangan, Kebijakan dan Implementasi, Seminar Pelayanan Publik Dan E-Government," dalam Seminar Pelayanan Publik dan E-Government (Jakarta: Bappenas, 2008).

[7] Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik

[8] Nisjar S. Karhi. 1997. Beberapa Catatan tentang Good Governance. Jurnal administrasi dan Pembangunan, Vol. 1 No. 2, 119.

institutional structure, but can be very loose, in the form of mechanisms, procedures and networks.[9]

Since its independence, Indonesia, along with Japan, Singapore, Malaysia, and others, has continued to improve with the concept of government reform, giving birth to various laws or legal products with the hope of becoming a framework for the implementation of the Indonesian government system.[10]

The government that is brought closer to the governed (the people) will be able to recognize what the people's needs, problems, desires, and interests and aspirations are properly and correctly, and thus the policies that are made will reflect what the people's interests and aspirations are.[11]

If the government can carry out its functions properly, the next major task is to demonstrate how services produce justice, empowerment that leads to independence, and development that leads to prosperity.

B. METHODS

In this paper, the writer uses descriptive qualitative methodology. This research uses normative law. According to Philipus M. Hadjon, he mentions the term "legal studies" from the use of the Dutch term de beoefening van de rechtswetenscap or het bedrijven van derechswetenscap rather than legal research. So that a statutory approach with the object of research using various kinds of legal regulations is needed in normative legal research. These legal regulations are the focal point of the main objects and themes in this study.[12] In writing about Good Governance and Leadership, the author uses a library study and analyzes several field events which are then analyzed based on the views of experts on Good Governance and Leadership. In addition, it also uses statutory studies as a guide in discussions regarding public policy and the role of the government as a public servant that has been devoted to creating a life that is in accordance with the 1945 law of the Republic of Indonesia.

C. RESULTS AND DISCUSSION

1. Definition of Good Governance and Leadership

The meaning of good in good governance contains two definitions, namely; first, values that uphold the wishes / will of the people, and values that can increase the people's ability to achieve the national goals of self-reliance, sustainable development

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[9] Sukarman Kamuli., Evaluasi Kemajuan Penerapan Penyelenggaraan Good Governance Di Provinsi Gorontalo., Inovasi, Volume 5, Nomor 3, September 2008 ISSN 1693-9034

[10] Sukarman Kamuli., Evaluasi Kemajuan Penerapan Penyelenggaraan Good Governance Di Provinsi Gorontalo., Inovasi, Volume 5, Nomor 3, September 2008 ISSN 1693-9034

[11] Sukarman Kamuli., Evaluasi Kemajuan Penerapan Penyelenggaraan Good Governance Di Provinsi Gorontalo., Inovasi, Volume 5, Nomor 3, September 2008 ISSN 1693-9034

[12] Johnny Ibrahim, Teori & Metodologi Penetitian Hukum Normatif, (Malang: Bayumedia Publishing, 2010), hal. 302.

and social justice; second, the functional aspects of effective governance in achieving national goals.

Governance is frequently defined as a decision-making process as well as a process for determining whether or not decisions are implemented.[13] The World Bank defines good governance as a solid and responsible implementation of development management. In addition, in line with the principles of democracy, efficient markets, avoidance of misplaced locations, investment funds, and prevention of corruption both politically and administratively, implementing budget discipline and creating legal and political frame work for the growth of business activities.[14]

The World Bank is the originator of the idea to introduce good governance as a "public sector management program", in the context of creating good governance within the framework of development aid requirements.[15]

The process of exercising state power in the provision of good public services is called governance, while the best practice is called good governance. For good governance to become a reality and success, it requires commitment from all parties, government and society. Effective good governance requires good coordination and integrity, professionalism, and a high work ethic and morale.[16]

Sanapiah defines leadership as a process in which a person influences the habits of others in order to achieve specific goals that allow the teaching organization to train and develop knowledge, skills, and attitudes in each individual in the organization.[17]

Good leaders are those who dare to make decisions that impact progress, such as investing in mass transportation widely, financing education from kindergarten to tertiary education, building industries that become Indonesian raw materials for valuable products with high added value, improving agriculture, so that Indonesia is an exporter and not an importer of rice, soybeans and other agricultural products, as well as making the sea a source of prosperity for the majority of the nation.[18]

From the various results reviewed, the State Administration Institute (LAN) concluded that there are nine fundamental aspects in the embodiment of good governance, namely:[19] *First:* Participation, Participation between the community, especially parents towards their children in the education process is needed. Because without parental participation, educators (teachers) or supervisors will not be able to handle it. Especially seeing the world today which is increasingly damaged which will

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[13] World Bank. 1989. Sub-Saharan Africa: From Crisisto Sustainable Growth. Washington: World Bank.

[14] World Bank., 1992. Governance and Development.Washington, DC: World Bank.

[15] Bayu Kharisma., Good Governance Sebagai Suatu Konsep Dan Mengapa Penting dalam Sektor Publik dan Swasta (Suatu Pendekatan Ekonomi Kelembagaan)

[16] Nasrullah Nazsir., Penerapan Konsep "7 habits of Higly Effective People" dalam Profesi Dosen

[17] Sanapiah, A.Aziz, "Dimensi Kepemimpinan Aparatur Publik dalam Perspektif Pelayanan Publik:Building Trust", Jurusan Administrasi Bisnis STIA LAN Jakarta, 2007

[18] Abd. Holik., Good Governance dalam Membangun Masa Depan Indonesia., Tafaqquh; Vol. 2 No. 1, Juni 2014

[19] Dede Rosyada Dkk, Demokrasi, Hak Asasi Manusia Dan Masyarakat Madani, (Jakarta: ICCE UIN Syarif Hidayatullah, 2000), 182.

affect their children if there is no supervision from their parents. *Second:* Law enforcement (Rule of Law), in implementation it is impossible to run conducive if there is no law or regulation that is enforced in its implementation. These rules and their sanctions in order to increase the commitment of all parties to comply with them. These rules were made not intended to curb freedom, but to maintain the continuity of the implementation of educational functions as optimally as possible. *Third:* Transparency. The problem at this time is the lack of openness of supervisors to their staff regarding everything that happens, where one of them can cause disputes between one party and another, due to lack of transparency in management. Moreover, it must be more transparent in various aspects both in the field of policy, both in the financial sector and in other fields to advance the quality of education. *Fourth:* Responsiveness. One of the goals of good governance is responsiveness, that is, supervisors who are sensitive, responsive to problems that occur in educational institutions, superiors must also be able to understand the needs of the community, not to let supervisors wait for staff to convey their wishes. Supervisors must be able to analyze their needs, so that they can make strategic policies in the interests of common interests. *Fifth:* Consensus Orientation. The fundamental aspect for the ideals of good governance is the supervisor's concern in carrying out his duties is consensus decision-making, where decision-making in an institution must go through deliberation and to the maximum extent possible based on mutual agreement (reaching consensus). In decision-making, it must be able to satisfy all parties or most parties, as well as attracting commitments from existing components in the institution. So that the decision has power in decision making. *Sixth:* Equality and justice. The principle of equality and fairness must be upheld by supervisors and staff in their treatment, where in an educational institution that is plural in terms of ethnicity, religion and culture will always trigger all problems that arise. *Seventh:* Effectiveness and efficiency, effectiveness and efficiency here efficient and effective, effectiveness is measured by product parameters that can reach the magnitude of the interests of various groups. *Eighth:* Accountability, the principle of accountability means that supervisors are accountable to their staff, because the government is given authority to manage some of the affairs and interests that exist in the institution. Each supervisor must be responsible for all policies, actions and neutrality of attitudes while serving in the institution. *Ninth: Strategic Vision.* A strategic vision is a strategic vision for dealing with the future, because future changes may become a trap for supervisors in making policies. This is where the right strategies are needed to deal with the existing changes.

2. Difference between Transformational Leadership and Organizational leadership & Social Leadership Theory

Hoyt (in Kartono, 1998) explained that leadership is an activity or art of influencing other people to cooperate which is based on the ability of others to achieve the goals the group wants.[20] Furthermore, leadership is more profound according to Young (in Kartono, 1998) who argues that leadership is a form of domination based on

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[20] Kartono, K. 1998. *Pemimpin dan Kepemimpinan.* Jakarta: Grafindo Persada.

personal abilities that is able to encourage or invite others to do something based on acceptance by the group and have the right special skills for special situations.[21]

Leadership is a process by which an individual influences a group of individuals to achieve a goal. To become an effective leader, a school principal must be able to influence all members of the school he leads through positive ways to achieve educational goals in schools.

Transformational leadership is a leadership style that can arouse employee motivation, allowing them to develop and achieve high levels of performance that were previously unthinkable.[22] The steps taken by a leader to communicate an appealing vision, use symbols to focus subordinates' efforts, and model appropriate behaviors are referred to as inspirational motivation.[23] There are four factors leading to transformational leadership, known as 4 I, namely: idealized influence, inspirational motivation, intellectual stimulation, and individual consideration.

Burns (1978) in Wijaya (2005) is one of the initiators who explicitly defines transformational leadership. According to him, to gain a better understanding of the transformational leadership model, this model needs to be contrasted with the transactional leadership model. Transactional leadership is based on bureaucratic authority and legitimacy within the organization. Transactional leaders tend to focus on completing organizational tasks. Burns stated that the transformational leadership model essentially emphasizes a leader needs to motivate his subordinates to carry out their responsibilities more than they expect.[24]

The transformational leadership model is a relatively new model in leadership studies. This model is considered as the best model in explaining the characteristics of a leader. The concept of transformational leadership integrates ideas developed in a character, style and contingency approach. Burns argues that transformational leadership is a process where leaders and followers engage in a mutual process of raising another to higer levels of morality and motivation.[25]

The role of the leader as an agent of change must be able to restore public confidence in the management and management of the bureaucracy. In realizing excellent service, a leader must have the courage to make changes. Therefore, transformational leadership is needed, namely leadership that is capable of acting as an agent of change.

Bass et.al (2003) and Humphreys (2002) explain the ability of a transformational leader to change a subordinate's value system in order to achieve the goal obtained by

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[21] Kartono, K. 1998. Pemimpin dan Kepemimpinan. Jakarta: Grafindo Persada.

[22] Kesi Widjajanti, Eviatiwi Kusumaningtyas Sugiyanto., Gaya Kepemimpinan Dangood Governancesebagai Upaya Peningkatanexcellent Servicedan Kepercayaan Masyarakat (Studi Kasus Dinperindag Jawa Tengah)., SSN1410-9859

[23] Bass, B.M. 1990. Stodgill's Handbook of Leadership. New York: Pee Press.

[24] Asep Suryana., Modul 1., Konsep Dasar Kepemimpinan., http://www.pustaka.ut.ac.id/lib/wp-content/uploads/pdfmk/MPDR5301-M1.pdf

[25] Wijaya M.2005.Kepemimpinan Transformasional dalam Meningkatkan Outcomes Peserta Didik. Jurnal Pendidikan. Penabur, No.05/Th.IV/Desember 2005.

developing one or all of the dimensions of transformational leadership, namely: idealized influence, inspiration motivation motivation), intellectual development (intellectual stimulation), and personal attention (individualized consideration).

In the Basic Theories of Leadership, Mc Shane (2008) divides leadership perspectives into 5 categories, namely competency (trait) perspective, behavioral perspective, contingency perspective, transformational perspective and implicit leadership perspective.[26] From some expert opinions, it can be seen that all of them include three main theories, namely the theory of nature, the theory of behavior and the theory of contingency, while other theories such as transactional, transformational, charismatic, additive and new theories are very much influenced by the point of view of each expert. Some of the leadership perspectives from some of the experts above will be explained in detail as follows:

First: trait theory, this theory emphasizes genetic factors, the assumption used is that the success of a leader is largely determined by the special traits that are inherent from birth. This theory is a view which says that a person is considered, positioned and chosen as a leader based on the special characteristics possessed by that individual. This special trait makes a leader different from others. The essence of this trait theory is that leaders are born not made and not engineered.

Furthermore, Horner (1997) said that since the theory of traits was revealed, other researchers began to carry out further research, but there were no valid and clear answers regarding the various traits that were consistently able to describe the type of effective leadership. In addition, this theory is also unable to describe a clear relationship between subordinates and superiors as well as work situations.[27]

Second: Behavioral Theory. The weakness of the theory of nature is the basis for the emergence of behavior theory. Behavioral theory views a leader's success in terms of what they do. This theory believes that leadership effectiveness in achieving organizational goals is largely determined by the behavior or way of acting of a leader.

Third: Situational/Contingency Theory. The weakness of behavior theory eventually became the basis for the emergence of situational theory. Situational theory basically explains that the effectiveness of leadership is very dependent on the situation at hand, this at the same time means that no single leadership style is suitable for a variety of different situations. Horner (1997) says that situational theory is considered an ideal approach to explain the relationship between leaders, subordinates and situations.

Fourth: Transactional Theory and Transformational Theory. The transformational and transactional theories proposed by Bass (1985) were developed from the initial idea put forward by Burns in 1976. The essence of transactional leadership theory is that there is an exchange between employees and leaders, meaning

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[26] McShane, SL., &Von Glinow, MA. 2008. Organizational Behavior: Emerging Realistic for The WOrk Place Revolution.Boston:Mc Graw Hill. Irwin.

[27] Horner, M. 1997. Leadership Theory: Past, Present and Future. Team Performance Management. Vol.3. No.4. pp. 270-287.

that the leader will give something in accordance with what employees give to their leaders. Transactional leadership is characterized by a leadership style that motivates their followers towards predefined goals by clarifying the requirements of the role / task.

Transformational leadership is basically a leader who motivates his followers to do more than what is expected by stretching their abilities and increasing their self-confidence. Avolio, Bass & Jung (1999) said that initially, transformational leadership was shown through three forms of behavior, namely charisma, individual consideration and intellectual stimulation. However, in its development, charismatic behavior is divided into two, namely ideal influence and inspirational motivation. Thus transformational leadership consists of four behaviors, namely ideal influence, inspirational motivation, individual consideration and intellectual stimulation. Transformational leaders will lead their organizations toward a future that may result in significantly different processes and levels of achievement.

Fifth: Implicit Theory. Implicit Leadership Perspective basically states that leadership depends on the perception of followers of the actual behavior and characteristics of people who call themselves leaders.

Sixth: Charismatic Theory. Charismatic theory sees leaders as symbols, nonverbal communication, vision, inspirational abilities, confidence and extraordinary persuasive abilities that can influence followers.

Seventh: Substitus Leadership. Schermerhorn (2010) states that the substitutes leadership approach sometimes the leadership hierarchy does not have a significant impact on a job. Especially if the individual, job and organizational variables have high competence, so that they can be used as a substitute for leadership.[28] Meanwhile, social leadership is a process that affects leaders and those led in an organization or social institution to achieve a common goal. Social leadership is a leadership that is very responsible for its area in various social matters.

3. Eradicating Corruption in Efforts to Create Good Governance in Indonesia

The implementation of good governance is the main prerequisite for realizing the aspirations of society in achieving the goals and ideals of the nation and state. In this regard, it is necessary to develop and implement a system of accountability that is precise, clear and tangible, so that the administration of government and development can be directly efficient, effective, clean, and responsible and free from corruption, collusion and nepotism.

Eradicating corruption is a tough agenda that must be completed by the current government. It must also be accompanied by an awareness that corruption is a complex problem that is not caused by a single factor. There are many things that cause corruption. At least, it can be noted several factors that can hinder the realization of

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[28] Schermerhorn, J. 2010. Introduction to Management. Singapore: John Wiley and Sons.

clean governance and the complexity of eradicating corruption.[29] Among them, First: mistakes in choosing people who will enter the bureaucratic circles and key positions of power. Second, lack of morality and understanding of religious teachings. Third, the lack of love for the country (nationalism). It can be said that the people who practice KKN are those who have lost their nationalistic spirit.

Efforts to realize governance have also been made, among others, manifested in the MPR Decree Number XI / MPR / 1999 concerning State Administration that is clean and free from corruption, collusion and nepotism.[30] In Law Number 28/1999 concerning State Administration that is Clean and Free from KKN, as stipulated in Article 3, contains the principles of state administration which include: (1) the principle of legal certainty; (2) the principle of orderly state administration; (3) the principle of public interest; (4) the principle of openness; (5) the principle of proportionality; (6) principles of professionalism; and (7) the principle of accountability. These two regulations are the initial steps for reform in the field of good governance.[31] Apart from the two laws and regulations as mentioned above, the reform of laws and regulations on corruption in particular has been carried out with the repeal and replacement of Law Number 15 of 2002 concerning the Crime of Money Laundering, and the last is Law Number 32 of 2002 concerning the Corruption Eradication Commission.[32] The commitment to eradicating corruption was then confirmed through Presidential Instruction Number 5 of 2004 concerning the Acceleration of Corruption Eradication. The government's efforts to accelerate the eradication of corruption have in many ways yielded results, but on the other hand, it seems that these efforts are still considered insufficient to lead to clean governance. All the efforts that have been made should be the first step in enforcing reforms in the field of laws and regulations, which should be followed up with serious application and carried out with full responsibility.

Abuse practices of authority, based on the existing facts, lead to a tendency for corrupt practices to occur. We certainly agree that corruption will cause inefficiency in the use of very limited national resources. Likewise, if we mismanage resources, it is certain that the goals to be achieved will disappear or in other words, ineffectiveness will occur. Therefore, it is not an exaggeration that when one of the characteristics of good governance is manifested, the problem of corruption can be minimized. In this case, a discussion of the principles of accountability and law enforcement was conducted.

4. Government Accountability in Implementing Community Services

The Pancasila constitutional state concept considers Pancasila to be the source of all applicable sources in the Republic of Indonesia, and its constitutional system

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[29] Subhan Setowara dan Soimin, Agama dan Politik Moral, (Malang: Intrans Publishing, 2013), 90

[30] Tap MPR Nomor XI/MPR/1999 tentang Penyelenggaraan Negara yang bersih dan bebas dari korupsi, kolusi dan nepotisme.

[31] Sjahruddin Rasul., Penerapan Good Governance Di Indonesia Dalam Upaya Pencegahan Tindak Pidana Korupsi., Mimbar Hukum Volume 21, Nomor 3, Oktober 2009, pp. 409 - 628

[32] UU Nomor 32 tahun 2002 tentang Komisi Pemberantasan Tindak Pidana Korupsi.

considers the 1945 Constitution to be the basic law and the second source of law after Pancasila.[33]

Government is essentially a public servant to serve society and to create conditions that allow every member of society to develop their abilities and creativity in order to achieve common goals.[34] Therefore, the government as a public service provider has an obligation to provide a transparent information system, especially since the number of consumers accessing services in the public sector is greater than that in the private/private sector.[35] Public Service is an activity or a series of activities in order to fulfill service needs in accordance with the laws and regulations for every citizen and resident for goods, services and/or administrative services provided by public service providers.

The government that is brought closer to the governed (the people) will be able to properly and correctly identify what are the needs, problems, desires and interests, as well as the aspirations of the people, therefore the policies made will reflect what are the interests and aspirations of the people they serve.[36]

The concept of accountability arises because of the existence of a trust that involves 2 (two) parties, namely the party that gives the trust (trustor) with the party receiving the trust (trustee). The giving of the mandate itself is based on a sense of trust (trustor) in the trusted party (trustee).

According to Sirajudin H. Saleh and Aslam Iqbal, accountability is actually the aspects of the attitude and character of human life which includes: first, a person's internal accountability. It is a person's responsibility to his Lord. Internal / spiritual accountability awareness of an employee will be happy to do his job and duties as well as possible; Second, Someone's External Accountability. A person's accountability to their environment, both the formal environment (superior-subordinate) and the community environment. This accountability is easier to measure because the available norms and standards are clear.[37]

External accountability, both within the organization and outside the organization, is the most discussed issue in the context of accountability. Many parties divide this accountability into several parts according to their respective perspectives, including: first, according to Mario D. Yango it consists of: a) Traditional or Regularity Accountability. b) Managerial Accountability. c) Accountability Program, d) Accountability Process; second: Other distributions, consisting of: a) Financial Accountability. b) Effective Accountability.

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[33] Sjechul Hadi Pernomo, ‚Relevansi Filsafat Hukum Nasional Dan Filsafat Hukum Islam: Suatu Tinjauan Komparatif‚, Akademika, Vol. 14, No.2, (Maret, 2004), p.121.

[34] Rasyid, Ryaas. 1998. Pemerintahan yang Amanah. Ninarena Pariwara: Jakarta.

[35] Vani Wirawan., Penerapan E-Government dalam Menyongsong Era Revolusi Industri 4.0 Kontemporer di Indonesia., Vol. 1 No.1, Maret 2020.

[36] Sukarman Kamuli., Evaluasi Kemajuan Penerapan Penyelenggaraan Good Governance Di Provinsi Gorontalo., Inovasi, Volume 5, Nomor 3, September 2008 ISSN 1693-9034

[37] Nasrullah Nazsir., Penerapan Konsep "7 habits of Higly Effective People" dalam Profesi Dosen

The environment that affects the accountability of an entity includes the internal and external environment which are factors that shape, strengthen, or weaken the effectiveness of the entity's accountability for the powers and responsibilities delegated to it. Among the factors that are relevant to the accountability of government agencies include: State philosophy and constitution, national development goals and objectives, science and technology, ideology, politics, economy, socio-culture, and defense and security. Provisions and regulations governing accountability, adequate law enforcement, management openness (transparency), bureaucratic management systems, missions, primary tasks and functions, and related development programs, as well as the scope of control and complexity of the agency program. Meanwhile, to implement accountability in order to become an effective system, it is necessary to take important steps, namely: a). A clear statement of the goals and objectives of policies and programs, b). Objective Measurement Patterns, c). Accommodation of Incentive Systems, d). Reporting and Data Use, e). Coordinated Policy Development and Program Management to Promote Accountability.

Accountability in public service programs requires a lot of activity in effective planning and coordination so that this accountability can be maintained. Policy accountability helps measure the impact of different programs from one another on the same target groups in society. In order for the accountability system to run well, it must be done in a coordinated manner, and not independently from one program to another.

The application of the accountability system is related to strategic planning and performance measurement. In its application will require a clear articulation of the mission, objectives and objectives that can be measured, and related to program results. This means, the goals and objectives set will relate to the results or outcomes of each program implemented.[38]

D. CONCLUSIONS

From the above discussion, it can be concluded that sometimes the concept of government in society is often confused with the definition of government itself. The concept of government is indeed more inclusive than the meaning of government itself. The concept of government refers to a management organization based on the highest authority of both the state and the government. In its implementation, the concept of government does not only involve the government and the state, but involves all components in society, so that the parties involved are also very broad.

Good governance is a problem that always arises in the management of public administration in every country. This is due to the attitude of the incessant public demands for state administrators, both in the government, the representative council, and the judiciary to carry out good governance. This demand does not only come from the Indonesian people, but also from the international world.

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[38] Nasrullah Nazsir., Penerapan Konsep "7 habits of Higly Effective People" dalam Profesi Dosen.

In order to carry out accountability, each government agency must be accountable for the achievement of organizational results in the management of resources entrusted to it, or under its authority. Accountability includes acceptance, allocation, security, and development for the public, then it must be proven and evaluated by external inspection.

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