

Implementation of *Good Governance* in the Sidoarjo Regency Regional Library

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Keywords:	ABSTRACT
<p><i>Good Governance, Sidoarjo Regency Regional Library, Implementation</i></p>	<p>This study examines the application of Good Governance in the Sidoarjo Regency Regional Library. This research will be conducted at the Sidoarjo Regional Library by referring and based on that the Sidoarjo Regional Library has made various changes, innovations and strategies in improving service quality, organizational governance, on the other hand the Sidoarjo regional library continues to strive to maintain accreditation status A. The principles used in measuring the implementation of good governance are rule of law, accountability, transparency and openness, professional (professionalism) and participation (participant). So in the end it can be concluded, how the implementation of good governance in the Sidoarjo district's daerah library has been implemented.</p>

INTRODUCTION

Currently, the Sidoarjo Regency library and archives service continues to improve its performance to achieve their vision, namely, "Creating a Sidoarjo with a society that loves reading and has orderly archives". This encourages people to learn towards an independent, intelligent and competent society through increasing reading culture so that they are able to compete with developed countries. To compete with developed countries, the Sidoarjo Library Archives Service should be able to improve the quality of human resources in the field of archives and libraries, increase efforts to save, preserve and utilize valuable library and archive materials. In this way, it will be a priority for the Sidoarjo Library in participating in making the nation's life more intelligent.

Good Governance, which in Indonesian means "good governance", is a practice of administering government in order to provide the best possible service to the community. The definition according to UNDP is more or less the use of all authority including economic, political and administrative authority to manage state affairs at all levels (Addink, 2019). Governance here includes all mechanisms, processes and institutions through which citizens and community groups express their interests, exercise legal rights, fulfill obligations and bridge differences between them. In this context, it is not only the government, but includes three domains, namely the state represented by the government, the private sector and society. *Good Governance* is a management implementation (Fanida, Rahaju, Niswah, Megawati, & Rekasari, 2021). Good management in exercising authority in accordance with authority responsibilities. In this way, an organization, whether in the private sector or the business world, *state* (state) and *civil society* (society), has the right to carry out full governance and decision making but still prioritizes

accountability. So then the aim of *good governance* is to control the relationships and decisions made. The implementation of *good governance* is a good breakthrough where the public becomes the master, while the organization is the service. In this way, it can increase satisfaction from the community as the party served, resulting in an increase in public satisfaction which is the key to the running of an organization (Aguilera & Cuervo-Cazurra, 2009).

Public services are carried out in a creative situation, where citizens, the wider community and public officials can work together to consider the determination and implementation of public bureaucracy, which is oriented towards administrative activities and community service activities. To improve public services, "The New Public Service (NPS) " can provide a change in the bureaucratic conditions of government services (Sukmadilaga, Pratama, & Mulyani, 2015). Implementing a public service is quite challenging and requires courage for government officials in administering public services, because they sacrifice time and energy to influence all applicable systems. So the alternative offered is that the government must listen to the public's voice in participating in governance management. According to the NPS paradigm, running government administration is not the same as a business organization. Public administration must be driven as a democratic organizational structure. The mission of public organizations is not just to satisfy service users but also to provide goods and services to fulfill public rights and obligations.

The paradigm shift in thinking from the state as the main source of service so that society or the public inevitably has to obey state services, then changed with the arrival of good governance where the central axis of service is the public as the master while the state is present as the servant. Furthermore, in this way the public can control its implementation. In this case, the state acts as a guide and bridge between the public and existing institutions, thereby creating two directions aimed at monitoring, protecting and encouraging the implementation of *good governance* (Brynard, 2009). In public administration, what is meant by public interest and how public interest is realized does not only depend on state institutions. Public interests must be formulated and implemented by all relevant elements, including the state, business and civil society. This kind of view is what makes the NPS paradigm also known as the governance paradigm . Governance theory holds that the state or government in this global era is no longer believed to be the only institution or actor capable of efficiently, economically and fairly providing various forms of public services so that the governance paradigm places importance on partnerships and networking between many stakeholders . in the administration of public affairs.

In its development, regional libraries are not only a complement to regional institutions, but must also have a real role in their main functions (Pemkab Sidoarjo, 2016). Thus, a strategic work step is needed so that it can provide optimal service and can be the main goal, but there must be evaluation and supervision that can be accounted for. So it is necessary to take policy steps, both in the form of evaluation, which are focused on administration or implementation of policies and programs. What must be answered is the aim of obtaining benefits from the programs that will be implemented in the Sidoarjo Regency regional library, whether the program is running smoothly. According to plan or deviate from the original goal. Then it can become a reference that will be utilized more effectively in the future. Evaluation carried out with emphasis on the items that were the original goal, will help us to explain whether a program is running efficiently and cleanly. Likewise, the impact on social effects will be obtained (Handayani & Nur, 2019).

The form of policy evaluation is linked to the systematics and objectives of the evaluation. The aim is to determine the social impact of policies and the level of achievement of policy objectives. So the evaluation is carried out by comparing several programs, both to assess their social benefits and which program is most successful in achieving targets. This form of evaluation is currently receiving increasing attention. Systematic policy evaluation is a difficult and complex

task. There may be uncertainty regarding the targets or objectives of a program in the Sidoarjo regional library.

The Sidoarjo regional library is a regional institution that handles archive and book matters, along the way the Sidoarjo Regional Library has been accredited A by the National Library Board of the Republic of Indonesia, apart from that the Sidoarjo Regency regional library also has various achievements and thus will increase its value in maintaining Accreditation status by the National Library of the Republic of Indonesia. However, has the Sidoarjo Regency regional library which has been accredited A implemented the principles of good governance? So it can be said that the Sidoarjo Regency regional library has implemented good governance and made the Sidoarjo Regency regional library a better institutional governance. The aim of this research is to describe and analyze good governance in the Sidoarjo Regency Regional Library and describe and analyze factors that can support and hinder the implementation of good governance in the Sidoarjo Regency Regional Library.

Theory

Good Governance

(Hanif & Pratikno, 2012) explains literally that *good governance* can be interpreted as governance so that there is an assumption that *governance* is the equivalent or synonym of *government*. So that in its application in the field it only looks at the government and then there is a sigma that *good governance* and *good government* are the same. So *good governance* will automatically be achieved if there is *good government*. Initially the term *governance* was used by practitioners at International Development Institutions. In fact, the concept of *governance* connotes the management of organizations in the government sector. However, it must be understood that it is actually a process, not a structure or institution.

To fulfill *good governance*, 5 elements must be fulfilled, namely 1) *Rule of law* (legal certainty); 2) *Accountability* (Accountability); 3) *Transparency* or *openness* (transparency or openness); 4) Professionalism (professional); 5) *Participant* (participation).

Sidoarjo Regional Library (Perpusda)

The Sidoarjo Regency Regional Archives Institute is the Sidoarjo Regency Library and Archives Service, established in 2001 based on Regional Regulation No. 3 of 2001 concerning the Formation and Organizational Structure of the Regional Technical Institutions of Sidoarjo Regency which was strengthened based on the Decree of the Regent of Sidoarjo No. 38 of 2001 concerning instructions for implementing Regional Regulation no. 3 of 2001. Initially the organizational structure of the Library and Archives Office consisted of one Head of Office, one Head of Administration Subdivision and four sections, namely the Library Services Section, Library Development Section, Archives Acquisition Section and Archives Development Section. Then in 2008 with the emergence of Regional Regulation no. 21 of 2008 concerning Regional Organizations and Apparatus, there was a change in the organizational structure of the Library and Archives Office, especially in the section structure, which was initially four to three due to downsizing. At that time, the Sidoarjo Archives Institute was managed by the Archives Acquisition and Archives Development Section, which was transformed into one section, namely the Archives and Documentation Section.

In 2016 based on Regional Regulation no. 11 of 2016 concerning the Formation and Structure of the Sidoarjo Regency Regional Apparatus to become the Sidoarjo Regency Library and Archives Service which was strengthened by the Regent's Regent Regulation No. 84 of 2016 concerning Position, Organizational Structure, Duties and Functions and Work Procedures of the Sidoarjo Regency Library and Archives Service. The Archives Institution, which was originally only an Archives and Documentation Section, is now the Archives Division in charge of the Archives

Acquisition and Management Section, Services and Documentation Section as well as the Archives Development and Socialization Section.

The Sidoarjo regional library functions as an institution that increases literacy among the people of Sidoarjo district. On the other hand, the Sidoarjo library is also expected to encourage the growth of public awareness of reading through various strategies based on its vision and mission.

New Public Service Paradigm

In this *New Public Service paradigm*, the public is no longer an audience or customer. The government and society become players or join in the game. Here the government must guarantee the rights of citizens, and fulfill its responsibilities to society by prioritizing the interests of citizens. "Citizens *first*" must be the government's guideline or motto (Denhardt & Denhardt, 2015). Issues about *justice, equity, participation* and *leadership* which are not considered in the book *Reinventing Government* (David & Ted, 1992), should instead receive primary attention (Denhardt & Denhardt, 2015). This paradigm is in line with the *co-creating principle* initiated by (Prahalad & Ramaswamy, 2004) as a source of organizational energy in the democratic era, because it can guarantee the rights, needs and values of citizens and not the needs of institutions.

There are 7 (seven) NPS principles (Denhardt & Denhardt, 2015) which are different from OPA and NPM, including: 1) Serve Citizens, not customers (*Serve Citizens, Not Customers*); 2) Prioritizing the Public Interest (*Seeks the Public Interest*); 3) Citizenship is more valuable than Entrepreneurship (*Value Citizenship over Entrepreneurship*); 4) Think Strategically, Act Democratically (*Think Strategically, Act Democratically*); 5) Know that Accountability is Not Simple (*Recognize that accountability is not Simple*); 6) Serve Rather than Steer (*Serve Rather than Steer*); 7) Value People, Not Just Productivity (*Value People, Not Just Productivity*).

METHODS

This research is descriptive research, namely the research process by starting to collect sources of information about the symptoms that occur as they are when the research is carried out, the researcher will conduct research to get a true and factual picture of the implementation of good governance *carefully* with Excavate various data and facts that exist and occur, to be processed and analyzed objectively based on theoretical principles, so that they can be interpreted through a qualitative approach.

This research was carried out at the Sidoarjo Regional Library which is located at Jalan Attorney General Suprpto No.5, RW. 1, Sidokumpul, Sidoarjo District, Sidoarjo Regency, East Java 61223.

The informants for this research consisted of key informants and supporting informants. The key informants in this research include the Head of the General and Civil Service Subdivision of the Sidoarjo regional library and the Head of Development and Development of the Sidoarjo regional library. Meanwhile, the supporting informants in this research were visitors to the Sidoarjo Regency Regional Library.

Data collection techniques in this research were carried out by conducting interviews with research informants, observing situations related to *good governance* at the Sidoarjo Regency Regional Library, and completing existing data or information with documentation from archives and documents at the Sidoarjo Regency Regional Library.

The data analysis technique was carried out by referring to the theory put forward by (Miles & Huberman, 1984), which consists of three stages, namely the data reduction stage, data presentation, and data verification/drawing conclusions.

RESULTS

In describing the results of this research, researcher's *good governance* theory which has 5 characteristics (Utomo, 2006), namely:

Legal certainty (*Rule of law*)

Accountability (*Accountability*)

Transparency or openness (*Transparency or Openness*)

Professional (*Professionalism*)

Participation

Legal Certainty

The development of the Sidoarjo Regency regional library has been transformed into a modern, systemized literacy processing center. The Sidoarjo Regency regional library has been supported by the legal umbrella of Bupati Regulation no. 61 of 2008 concerning details of the duties of the Sidoarjo district library and archives office, thus making the Sidoarjo Regency regional library have a legal umbrella to cover its establishment. The use of SOPs (Standard Operating Procedures) has been running as it should, where SOPs (Standard Operating Procedures) have been implemented and are used as a mechanism in the system that runs in every activity in the Sidoarjo Regency regional library. Community participation is also very important where the community is the one who carries out the rules so that they can carry out the rules well.

Accountability (Accountability)

In running the Sidoarjo district regional library organization, it is hoped that it will be able to take responsibility for all kinds of policies and policy implementation. The Sidoarjo Regency regional library has achieved a accreditation which makes the Sidoarjo district regional library have the highest accreditation status. In terms of community satisfaction, the Sidoarjo district regional library has an IKM (community satisfaction index) score of 80 which can be categorized as good. In this way, a periodic assessment system can improve existing standards in the Sidoarjo district regional library.

Transparency or openness (Transparency or Openness)

In carrying out its duties, the Sidoarjo Regency regional library has access to speed up services. In terms of governance, the Sidoarjo Regency regional library has made changes from time to time. The use of online systems such as OPAK (online public access catalogue) and websites will thus provide catalogues, contents of criticism and suggestions, activity galleries, agendas, saki (government agency performance accountability system), budgets, contacts. So that the public can access strategic plans, work plans, financial reports, trade in services and goods and so on.

Professional

In order to improve the competency of Sidoarjo Regency regional library employees, various types of training have been carried out regularly. Training, both structural, technical and functional. The level of training has been adjusted based on the level for employees, for functional ones there has been special training coordinated by the BKD (regional personnel agency) on a regular and periodic basis, while for structural ones the training will be coordinated by the province. Apart from conducting training for library staff themselves, the Sidoarjo Regency regional library also carries out technical guidance training for sub-district, sub-district library management officers and library management officers.

Participation

In order to increase community participation in the Sidoarjo Regency regional library, various methods have been taken, one of which is by increasing supporting facilities that are useful in operations. The implementation of a mobile library with 5 mobile cars and a fleet of 18

motorbikes is very useful in approaching the Sidoarjo community in areas that are very far from the location of the main building of the Sidoarjo Regency regional library. In this way, it is hoped that many people will be able to increase community participation.

Factors that Inhibit the Implementation of *Good Governance* in Sidoarjo Regency Regional Libraries

1. Legal Certainty

In the current conditions, the Sidoarjo Regency government and the Sidoarjo Regency DPRD will issue a regional regulation regarding Sidoarjo Regency regional libraries relating to the management of funding for village libraries and school libraries, however this regulation is still under discussion at the Sidoarjo Regency DPRD. So there is still a process needed to wait for the regulation to be ratified.

2. Accountability

There are still some people who have not complied with the regulations and are still carrying out irresponsible actions in the Sidoarjo district regional library. For example, books are still torn and there are delays in returning books, which can disrupt loan book facilities in libraries.

3. Transparency or openness (*Transparency or Openness*)

The lack of *up-to-date* content on some websites in the regional libraries of Sidoarjo Regency can cause delays in the public and librarians in getting the most up-to-date information, resulting in actual information not being delivered to the public.

4. Professional

There are not yet many librarian experts who can improve library governance. So a lot of these things can affect the quality of service and governance in the Sidoarjo regional library, both *soft skills* and *hard skills*.

5. Participation

The lack of cooperation with related institutions in continuing the work results of the Sidoarjo Regency Regional Library greatly hinders the development and development of work programs in the Sidoarjo Regency regional library. Many programs from the Sidoarjo Regency regional library have been running in the field, but after a while the program does not run well because it has to be linked to other services. For example, when the library has provided guidance to a group of batik craftsmen by providing references to sources of the latest batik motif models with the latest manufacturing techniques in batik making, but when it has been completed, the courses and mentoring provided to the craftsmen are not supported by assistance with the necessary equipment or capital. This is outside the authority of the Sidoarjo Regency regional library.

CONCLUSION

The research on good governance implementation in the Sidoarjo Regency regional library concludes that it successfully adheres to good governance principles, evident in its A accreditation rating and compliance with legal regulations. Factors facilitating this include legal frameworks, high community satisfaction, online resources, employee training, and mobile library services. However, challenges persist, including delays in new regulations, outdated website content, a lack of librarian expertise, and insufficient coordination with craftsman groups. Examination of specific good governance parameters reveals clear legal certainty with established rules and procedures. Accountability is evident through rapid progress, increased book availability, and community engagement. Transparency is achieved through modernization, open access catalogs, and a user-friendly website. Professionalism is supported by trained staff and capacity-building initiatives. Lastly, participation is encouraged through branch libraries, smart motorbikes, and mobile services to reach remote areas.

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