

ETHICS OF GOVERNMENT APPARATUSES IN IMPROVING PUBLIC SERVICES AT THE PEGADEN DISTRICT OFFICE, SUBANG REGENCY

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ABSTRACT

In the study of public administration, ethical arrangements for civil service administration, also known as the code of ethics for civil servants, are provisions or standards regulating the moral conduct of civil servants. The ethics of the state civil apparatus include moral teachings and principles of good behavior for officials/civil servants in carrying out their responsibilities and providing community services. This study seeks to examine the ethical responsibilities of public servants at the Pegaden District Office in Subang Province. To meet community needs and establish trust in local government, it is necessary to provide high-quality, ethical public services. This qualitative research method collects information through interviews, observations, and documentation studies. The results showed that several public service problems which were the source of apparatus problems were difficult to access where the service implementing unit was, not yet informative, did not listen to the aspirations of the community, was not responsive, lacked coordination, was inefficient and had a long bureaucracy. In an effort to overcome this, the Pegaden sub-district government of Subang Regency took steps which included establishing service standards, developing standard operating procedures (SOP), conducting customer satisfaction surveys and developing a complaint management system.

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1. INTRODUCTION

The Republic of Indonesia is a country that adheres to the principle of decentralization. As a consequence of adhering to the principle of decentralization, local government units called Autonomous Regions were formed, namely regions that have the right and obligation to regulate and manage their own households on the basis of wisdom and initiative, as well as financing carried out by the regional apparatus themselves. Regional autonomy is basically aimed at getting closer to community services according to their needs, so that in this way the government has the flexibility to carry out service functions to the community (Simanjuntak, 2015; Achmad, 2023)

The delivery of essential public services is one of the most fundamental requirements of a modern government. Where each and every citizen has the right to get high-quality service for the commodities, services, and administrative services that the government provides for them. According to Endah (2018), the Constitution of 1945 stipulates that the state is obligated to provide for the fundamental requirements of each and every citizen in order to promote the general welfare of the populace and the intellectual life of the nation.

The current practice of public service delivery in Indonesia is still full of uncertainties about costs, timing and methods of service. Managing public services is like entering a wilderness full of uncertainty. The timing and costs of service are never clear to service users. This happens because service procedures never regulate the obligations of service providers and the rights of citizens as users. Procedures tend to only regulate the obligations of citizens when dealing with service units (Nuriyanto, 2014).

Due to the extremely high level of uncertainty, residents are encouraged to pay extortion to law enforcement agents in order to achieve service certainty as quickly as possible. Uncertainty can also persuade homeowners to outsource the completion of their services to a third party, such as a service bureau, rather than attempting to do it themselves. In addition to this, it is frequently witnessed and reported that those who provide services engage in behaviors and conduct themselves in a manner that is rude, unpleasant, and discriminatory. As a logical consequence, the performance of the government as a public servant has been in the limelight in modern times. This is especially true now that there is a more democratic climate within the government, which brought about the spotlight in the first place. According

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to Suryanegara (2019), an increasing number of people are calling into question the value that they receive in exchange for the services given by government institutions.

According to the decision number 63/KEP/M.PAN/2003 made by the Minister for Administrative Reform, public services encompass all service activities carried out by public service providers in an effort to fulfill the needs of recipients of public services in compliance with the terms of statutes. In its most fundamental form, the provision of services is both a process and a product that demonstrates how the functions of the government are carried out. Where regulation, protection, and distribution are seen as three of the most significant roles of government (Surida, 2022).

The service function which is the responsibility of the government to the community through the State Civil Apparatus (ASN) is a question of whether it is functioning properly, is it effective, efficient, economical, ethical, accountable, fair, and guarantees the participation of the entire community or not. These various questions are the background why the ASN Law was born. It is stated that the implementation of the management of the state civil apparatus has not been based on a comparison between the competencies and qualifications required by positions and those possessed by candidates in the recruitment, appointment, placement, and promotion of positions in accordance with good governance. To regulate this, a law was enacted (Irawanto, 2015).

As a component of the state apparatus, ASN must provide superior, professional service to the community. Professional characteristics include having a diverse perspective and the ability to foresee the future, expertise in one's field, a competitive spirit that is honest and sportsmanlike, and upholding professional ethics. Work and professional ethics are closely related. This code of ethics applies within a framework accepted by all members of a professional group with the same form of legally or morally binding work. Professional ethics are developed and institutionalized in the form of a "code of ethics," such as the code of ethics for physicians, judges, attorneys, civil servants, and assistants, among others (Bertens, 2020).

Public service without ethics will affect the performance of apparatus services to the community. In fact, one of the levels of public satisfaction is obtained from the services of state apparatus. The better the service provided by the apparatus, the higher the level of community satisfaction. However, ethical issues in terms of public service are often forgotten. Ethics is often considered a factor that has little to do with the world of public services (Bisri & Asmoro, 2019; Sulastri & Achmad, 2022). In fact, in the public service literature, ethics is one of the factors that determines the level of public satisfaction as the party being served and at the same time the level of success of the organization as the party serving.

The Pegaden District Office, a local government body in Subang Regency, is in charge of providing a variety of public services to the population. Effective and community-oriented public services are critical to establishing good governance at the sub-district level. However, in order to do this, the ethical responsibility of government officials must be taken into account.

Even though the government has published legislation and standards on public service ethics, the application and comprehension of these principles varies each government department. As a result, research on the ethical role of government personnel in public services at the Pegaden District Office, Subang Regency, is required. The purpose of this research is to examine how well government apparatus ethics are implemented in public services at the Pegaden District Office.

It is believed that this research would provide a more in-depth understanding of the ethical role of government employees in public services at the sub-district level. The findings of this study are expected to provide significant feedback to Subang Regency's local government in order to improve the application of ethics in public services at the Pegaden District Office and throughout Subang Regency. As a result, it is envisaged that better, more transparent, and accountable public services will be provided, increasing public satisfaction and trust in local government.

2. METHODS

This research employs a qualitative research methodology. The Qualitative Research Model is rooted in the natural setting as a whole, relies on humans as a research tool, employs qualitative methods, conducts inductive data analysis, directs its research objectives to finding theory from the ground up, is descriptive in nature, limits studies by focus, has a set of criteria to evaluate the validity of the data, the research design is provisional, and the research results are agreed upon by both parties: the researcher and the racial minority (Moleong, 2014; Yulianah, 2022).

3. RESULTS AND DISCUSSION

A. Issues of State Civil Apparatus Ethics in Public Service

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Improving the quality of public service is the primary challenge of public service. The pattern of execution, the human resources available, and the institutions in place all have a role in determining the quality of public services provided (Hayat, 2014). The following are examples of problems with the way public services are typically delivered:

- a) Impossible to Access. The public service implementation unit is located inaccessibly far from the community, making it challenging for those who require these services.
- b) Not yet enlightening. The transmission of information to the public is typically sluggish or even rejected by the public.
- c) Not inclined to hear community complaints, suggestions, or aspirations. Typically, public service officials are unwilling to hear the public's complaints, suggestions, and aspirations. Thus, public services are rendered arbitrarily and sparingly, with no periodic improvement.
- d) Not yet responsive. This occurs at nearly all levels of public service elements, beginning with service officers (front line) and extending to agency heads. Frequently, responses to diverse complaints, aspirations, and community expectations are delayed or ignored.
- e) Not yet coordinated. Each affiliated service unit has failed to coordinate with one another. Consequently, there are frequently policies that overlap or conflict between one service agency and other related service agencies.
- f) Not economical. Frequently, the various requirements (particularly for licensing services) have nothing to do with the services offered.
- g) Difficult bureaucracy. Generally, services (especially licensing services) are carried out through a multi-step procedure, which causes the completion of the service to take too long.

The likelihood of service staff (front line staff) being able to resolve problems is low, and conversely, the likelihood of the community meeting with the person in charge of the service to resolve problems that arise when the service is provided, is also low. This causes several delays in fixing service issues. Professionalism, competence, empathy, and ethics are identified as key areas of weakness in human resources (Siti Maryam, 2017). Many schools of thought agree that finding the appropriate compensation structure is an important factor. The major problem with institutions is their inefficient, bureaucratic, and poorly coordinated organizational structure, which was not created with the goal of serving the public. Inefficient public services are a result of the government's persistence in attempting to fulfill both the regulatory and implementation roles (Revida et al, 2021; Soeradi et al., 2023).

The amount of corruption in public services, such as extortion, gratuities, and so on, frequently occurs due to the influence of a negative organizational culture that has been formed massively, a systematic and structured system so that inevitably the apparatus is involved in these irregularities, it is ironic when there are apparatus who are not willing to follow these deviations is considered different and can be certain to be ostracized in the social environment of the organization. The role of a corruption reporter or discloser is crucial for informing the public about irregularities, violations of law and ethics, corruption, and other potentially hazardous situations (Mariane et al., 2022; Muliawaty et al., 2022). He is the appropriate blade to be able to minimize acts of corruption, as he can exert pressure on legal institutions that are highly susceptible to corruption problems, but are difficult to touch by law due to a generational understanding of *esprit de corps*. In actuality, *Esprit de corps* is frequently interpreted as a spirit to save and cover up the bad of institutions in any way, making it difficult for the law to enter the areas of power created within these institutions. At this level, the function of corruption disclosure becomes crucial (Muhafidin et al., 2020).

Those who are in the closest proximity to an institution's milieu can detect its failure. The bureaucratic culture still encourages employees not to report errors made by their superiors and to conceal institutional misconduct. Existing employee culture is frequently concerned that having to face logical consequences in the form of "retaliation" such as losing a job, losing a promotion opportunity, or being "hosted" by coworkers discourages employees from speaking up. The existing bureaucratic culture must assimilate the surrounding cultural values. (Awaludin, 2011).

B. The solution to solving the problem of Ethics for the State Civil Apparatus in its role in providing optimal public services in Pegaden District, Subang Regency.

The existing requirements that the inhabitants of Pegaden sub-district, located within Subang Regency, have for quality public services are only going to get more stringent. Therefore, the credibility of the sub-district administration is largely decided by its ability to overcome the different challenges that were discussed above so that it is able to deliver public services that satisfy the community according to the skills that it possesses. The following is a list of potential solutions to these challenges that can be considered from a more localized point of view:

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a. Determination of Service Standards

When it comes to public services, service standards are crucial. Service providers at the Pegaden sub-district office have committed to meeting a minimum quality threshold with their work, as measured against both community expectations and provider capacity. Standards for a service are established by first cataloguing its constituent parts—types of services, consumers, expectations, vision, missions, processes, infrastructure, time, and money spent on providing the service. This procedure will not only reveal which standards for services need to be established, but it will also reveal which organizations have the resources to back the introduction of management procedures that generate services that meet the established criteria. Information about the distribution of service workload, as well as the number and skillsets of available human resources, is also generated.

b. Development of Standard Operating Procedures (SOP)

Standard Operating Procedures are required to maintain a constant and reliable service process at the Pegaden sub-district office. The SOP ensures that the service unit's internal processing is carried out in accordance with well-defined references. In addition to these benefits, SOP can help with:

- a) To ensure that processes can operate continuously. If certain events occur, such as the officer assigned to a particular process being unable to attend, he can be replaced by another officer. Consequently, the service procedure can continue;
- b) To ensure compliance with applicable regulations for the operation of licensing services;
- c) Provide precise information when tracing procedural errors in the event of service anomalies;
- d) Provide accurate information when certain changes will be made to service procedures; Provide accurate information in the context of service control; Provide clear information regarding the responsibilities and authorities that will be delegated to certain officers who will manage a specific service process. In other words, all officers involved in the process of providing service have defined job descriptions and responsibilities.
- e) Construction of a Customer Satisfaction Survey

To keep the public happy, it's important to figure out how to gauge how content locals are with the work done by the Pegaden District office's public servants. If service providers' service goods are of the quality demanded by society, then customer satisfaction will result, according to the service management philosophy. Therefore, it is essential to conduct customer satisfaction surveys as part of any plan to enhance public services;

c. Complaint Management System Development

Complaints from members of the public serve as a source of information that assists service providers in their attempts to continually maintain the quality of the services they deliver in accordance with the criteria established by the Pegaden District office. As a result, it is essential to develop a complaint management system that is both effective and efficient, with the capacity to convert a variety of complaints from the general public into inputs for the purpose of enhancing service quality. On the other hand, improving the overall quality of public services can be accomplished at the macro level through the creation of various models of public services. There are several public services that, under the right circumstances, may be successfully handled privately to generate high-quality results. Several models have been widely implemented, including the following: contracting out, in which case public services are carried out by the private sector through an auction process, and the government plays a regulatory role; franchising, in which case the government appoints a private party to be able to provide certain public services, followed by price regularity to set the maximum price; and outsourcing, in which case public services are carried out by the private sector through an auction process, and the government plays a regulatory role.

The importance of ethics as a factor in determining whether or not a nation will be successful in its endeavors. Particularly in the realms of politics and administration. Fostering a democratic political atmosphere characterized by openness, a sense of responsibility, responsiveness to people's aspirations; respecting differences; being honest in competition; being available to accept a more accurate opinion even if it comes from an individual or a group of people; and upholding human rights are all aspects of the role that ethics is meant to play in this context. In order to gain a better understanding of the function of ethics in Indonesia's public service sector, additional research on the subject's application in each and every government department is required.

4. CONCLUSION

In providing public services ASN must be result oriented. Policies and actions taken must be the best thing for society. He must prioritize the public interest over his own interests guided by ethics and morals. Public services still have many weaknesses as seen from the pattern of implementation which is still difficult to access, not yet informative, not yet willing to listen to the aspirations of the people, not yet responsive, not yet coordinating with each other, inefficient, and a long bureaucracy. The human resources of public service providers still do not have adequate professionalism, competence, empathy and ethics. Organizational design that is full of hierarchies so that services become convoluted (bureaucratic) and uncoordinated. In overcoming these ethical problems, the Pegaden sub-district government of Subang Regency took steps which included establishing service standards, developing standard operating procedures (SOP), conducting customer satisfaction surveys and developing a complaint management system.

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