



IMPLEMENTATION OF THE PRINCIPLES OF GOOD GOVERNANCE IN IMPROVING PUBLIC SERVICES AT THE INVESTMENT OFFICE AND ONE-STOP INTEGRATED SERVICES OF CENTRAL SULAWESI PROVINCE

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ARTICLE INFO	ABSTRACT
<p>Date received : 03 September 2022 Revision date : 14 September 2022 Date Approved : 25 September 2022</p> <hr/> <p>Keywords: <i>Good Governance, Transparency, Participation, and Accountability.</i></p>	<p>Good Governance demands the fulfillment of a number of important indicators. Its realization is only possible through systematic, consistent, and continuous efforts by local governments, legislative institutions, and the community in a synergistic manner. As the implementer, the Regional Government must ensure that the efforts made are in line with the objectives of improving public services as referred to in Law Number 23 of 2014 concerning Regional Government. For this reason, in its implementation, local governments are regularly obliged to compile and report on the performance of the implementation of accountable public services in the principle of regional autonomy, so as to encourage the participation of various elements of the greater community. This research focuses on the implementation of the principles of good governance in the Investment and One-Stop Integrated Services Service (DPMPTSP) of Central Sulawesi Province. The reason is that this office has a strategic role in capital, financing, and cooperation that determines the achievement of regional development goals. The goal is that through this research, it will be known more comprehensively the implementation of good governance in the capital and licensing institutions of the area, especially in the aspects of public services in the field of business licensing for the community. The method used is descriptive qualitative which is analyzed using nine indicators of good governance principles according to the UNDP document (Sedarmayanti, 2010) namely Participation, Rule of Law, Transparency, Responsiveness, Consensus Orientation, Equity, Effectiveness and Efficiency, Accountability, Strategic Vision. The results of the study will be known after the study takes place.</p>



INTRODUCTION

The world community is now in the postindustrial era. This era was marked by the explosion of information technology, thus directing the world to a huge vortex with almost no territorial boundaries. Globalization is unstoppable, the Indonesian nation has become an integral part of the global society. This situation is an opportunity on the one hand, because the Indonesian nation can mobilize all its potential and resources to enter the huge competition arena, hoping to be on par with other nations. Globalization can also be a threat, because with very limited economic, political, and human resources infrastructure, it actually makes the Indonesian nation trapped as a spectator as well as a connoisseur. The worst consequence is that the Indonesian nation becomes a supplier of raw materials, hired labor, and becomes a consumer of the global market.

This situation is a big and tough challenge for the Indonesian government, because the flow of investment from outside is very intensive, considering the rich natural resources that are abundant in Indonesia. Meanwhile, to finance development, the state and regions need large capital, which is impossible to rely only on from domestic sources. Inevitably, Indonesia must open up to investment.

An important requirement that must be met by the Indonesian government to become a global society is the implementation of Good Governance. Good governance substantially requires the involvement of the community in the administration of government. Therefore, transparency, participation and accountability are mandatory indicators that must be met as a support for the effectiveness and efficiency of government administration. Good governance practices can only be realized if, the government sits itself as a Public Servant and does not intervene in the market. This all requires additional indicators, namely legal observance, agreement-oriented, responsibility, and strategic vision. The United Nations Development Programme (UNDP) is one of the un-based international bodies that promotes Good Governance and ensures that the concept of development can be implemented by countries that are part of the United Nations. UNDP integrates Good Governance indicators that are still the basic frame of governance in many countries, including Indonesia, namely Participation, Rule of Law, Transparency, Responsiveness, Consensus Orientation, Equity, Effectiveness and Efficiency, Accountability, Strategic Vision.

The unstoppable flow of information about various circumstances, values, lifestyles, lifestyles, lifestyles of the global community has entered the consciousness of the Indonesian people, spreading rapidly to all corners to the most remote. With different levels, the mindset, lifestyle, lifestyle, and even the values and attitudes of Indonesian

people began to change sooner and later. Political awareness, economic interests, the position and role of society as citizens, as subjects of government, also shifted forward following the trend of globalization. The standardization of socioeconomic welfare has also followed the current of global thought and interests. This is all a challenge for the Indonesian government, and makes it a rationale for giving birth to public policies that are oriented towards domestic and foreign developments.

Meanwhile, Indonesia must continue to stand on the mandate of the 1945 Constitution and the national goals listed in it. The Indonesian government must protect the entire nation and all Indonesian bloodshed, promote the general welfare, educate the nation's life, and participate in carrying out world order based on independence, lasting peace and social justice. The National Goal is built on the foundation of the noble values of the Indonesian nation which is known as a nation with the best tolerance, thousands of tribes in a unified sense, mentality, outlook and purpose in life. Customs and Cultures that glorify collectivity and mutual aid, brothers in differences, become ties of national unity and unity. The proud values of the Indonesian nation for hundreds of years collide with liberal values or individual freedoms that are characteristic of global society.

Despite the opportunities and threats that have a huge impact on the achievement of these national goals, Indonesia must run a government with available resources. Resources from local government apparatuses that have been bound by national laws and regulations that have adapted to the interests of globalization, among others, what is striking is the birth of the controversial Job Creation Law. All domestic and foreign interests, the circumstances affecting and affected, must all be translated into the duties and functions of government and carried out through the bureaucratic system of the Indonesian government. Various products of laws and regulations have been made as basic references for the implementation of public services that are oriented towards the realization of good governance, according to international standards.

Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services in Chapter I, Article 1 paragraph (1) emphasizes that the government is obliged to provide the best service to the community as a recipient of services, in accordance with the needs of the community: good, easy, cheap, fast and measurable is a mandate that must be carried out by the implementation of services in providing services. The regulation serves as the normative basis for each unit of public service administration, both local and central governments, to develop public service standards. Its implementation is regulated in Government Regulation No. 96 of 2012 concerning the Implementation of Law No. 25 of 2009 concerning Public Services. Continued with its operational rules, Permenpan and Bureaucratic Reform No. 36 of 2012 concerning Technical Guidelines for the Preparation and Determination of Service Standards with a Participatory approach, and furthermore, technical references are provided for each public service provider to compile their service

standards. In its improvement, the Ministry of Finance and RB have replaced the regulation with Permenpan and RB No. 15 of 2014 concerning Guidelines for Service Standards. The service standard guidelines that are made, intend to provide certainty, improve the quality and performance of services in accordance with the needs of the community and are in line with the ability to organize so as to gain the trust of the community (in Muliyadi Deddy, 2018: 194-195).

Since Regional Autonomy was implemented, gradually the quality of public services was improved, through bureaucratic reforms that were considered in accordance with the ability of regional resources to carry them out within the frame of Good Governance. Bureaucratic reform is seen as one of the government's strategies in overcoming weaknesses and challenges in the bureaucracy itself (in Afala, 2017:21-22).

The establishment of the Integrated Service Office, which is now a service as an agency specifically tasked with providing direct services to the community, is a new breakthrough in local government management. The establishment of this agency is a development of public service practices that characterize good governance. The purpose of its formation is to facilitate the licensing process in establishing a business that has been complained by the public, especially business people. Investors complained that the time span of processing permits to the issuance of permits took a long time with a convoluted process. The presence of PTSP is intended to overcome these complaints by implementing licensing service standards that are fast, effective, efficient, transparent, and provide legal certainty that is free from levies through one door.

The Central Sulawesi Regional Government has responded to the needs of the business world by establishing the Investment and One-Stop Integrated Service Service (DPMPTSP). This office has main duties and functions as stated in the Regulation of the Governor of Central Sulawesi Number 71 of 2016. Since the functioning of the main task of this service, in a span of approximately 5 years, of course, it can be seen the development of the quality of public services in the field of licensing investment from years. Moreover, the relevant agencies conduct periodic evaluations through the preparation and assessment of the performance of public services in the field intended to meet the principles of Good Governance.

The policy of developing and providing integrated licensing services at the Central Sulawesi Province Investment and One-Stop Integrated Service Service, at least intended to improve the quality of licensing services normatively, namely providing excellent service to the community on an ongoing basis, which is carried out through revamping the licensing service system as a whole and integrated with national strategies and policies (in Latang, 2014: 71).

The presence of investment agencies and one-stop integrated services, which are based on the principles of good governance, has a strong appeal for researchers who

take the concentration of Public Policy. If the presence of this agency is connected with various complaints from the business community regarding the complexity and time span of the licensing process, then with the development of a public service system, it can certainly be overcome or minimized in the period 2016 until this study is carried out. More importantly, if the investment that has been licensed can be known to contribute to, at least become a potential source of regional income, and especially the welfare of the community which is the goal of national development.

The Investment and One-Stop Integrated Services Agency (DPMPTSP) of Central Sulawesi Province has used IT-based technology that provides access to online licensing. In addition, the sources of public service performance appraisal report documents showed excellent quality to public services in DPMPTSP. Along with this development, complaints that reveal people's disillusionment with the quality of service also often arise. Complaints regarding weak transparency, accountability, and scarcity of information accessible to the public about licensing service procedures both online and in person, have been found at the time of the study and have been contained in its scientific reports. This paper specifically conveys a more concise and concise analysis of the implementation of the Principles of Good Governance in Improving Public Services at the Investment And One-Stop Integrated Service Office of Central Sulawesi Province.

METHOD

This research was carried out based on the principles of qualitative methodology, which were derived more technically into descriptive research procedures as a reference for data collection and analysis, including the determination of research informants. Qualitative Research Methods place researchers with informants as subjects. The object of research in this case is the public service process at the Investment and One-Stop Integrated Service Service. Descriptive research carried out based on the principle of qualitative methods, is directed to examine in detail the facts found during observations and the interview process. Furthermore, it is systematically analyzed by referring to 9 indicators of Good Governance through technical procedures for data condensation, data display, and conclusion.

RESULT AND DISCUSSION

Public Service Performance of the PMPTSP Office.

Every 5 years the PMPTSP Office conducts a performance evaluation based on the measurement of Key Performance Indicators (IKU). Evaluation is carried out by comparing the targets set with the realization. In this connection, the PMPTSP Office in 2016 set an investment realization target to be achieved in 2021. According to the report, investment realization in 2021 exceeded the target set in the RPJMD, namely from the

target of IDR 19,299,500,000,000 to reach an increase of up to 163%, namely the realization of IDR 31,514,371,150,000. Foreign Investment reached 151%, also exceeding the target. In addition, to ensure the achievement of the performance of licensing services and foreign investment in line with public satisfaction, the PMPTSP million Office has conducted a public satisfaction survey with satisfactory results that also exceeded the target, from the target of 62.51-81.25%, the public satisfaction index in 2021 reached 97%.

Licensing and Non-Licensing Service Quality Improvement Program

The PMPTSP Office has carried out various activities as a manifestation of its service quality improvement program in the form of Workshops, Training, and Technical Guidance, which are intended to facilitate the licensing process, increase the capacity of human resources, and community participation. These activities involved participants from regencies/cities located in the Central Sulawesi Province.

In recent years, the PMPTSP Office has organized IT-based Licensing and Non-Licensing activities, in response to the mandate of the President of the Republic of Indonesia to facilitate and accelerate licensing and non-licensing services in the regions. In 2018, there was an *Online Single Submission* (OSS), which is a comprehensive one-stop licensing service application, reaching all districts/cities. Districts/cities, according to their authority, can take advantage of the application to provide services *online* and integrated through the OSS index service. The application, named the beauty *cloud*, is a development driven by KOMINFO. With this application, all information related to licensing can be accessed and controlled more easily.

Implementation of the Principles of *Good Governance* in the Investment and One-Stop Integrated Services Office of Central Sulawesi Province.

In 2020 when the *Covid 19* storm hit the entire world, public services were also affected. But since 2021 at the PMPTSP Office, it has begun to be carried out, considering various new business sectors that have grown during the pandemic. In the period from 2021 to 2022, licensing and non-licensing services are mostly carried out *online*, only a small part of which is carried out directly with strict health protocols. The OSS application itself is effectively running in 2021, introduced to all participants of regional envoys, totaling 150 people, including representatives of the central government as resource persons as well as in the context of coordination.

To ensure that public services continue to run during the Covid-19 period, the Provincial Government has created a Central Sulawesi Provincial Public Service Mall which is legitimized by Governor Regulation No. 37 of 2021 concerning Public Service Malls (MPP). The purpose of establishing a Public Service Mall is to provide convenience, speed,

accuracy, affordability, security, and comfort for people to get services. The Public Service Mall prepares various facilities to meet the purpose of its formation including being an effective means for coordination between central-regional agencies as well as SOEs and BUMDs. The facilities referred to include the readiness of facilities and infrastructure such as public service posts, institutional arrangements, work mechanisms between agencies, provision of human resources, and so on.

In its implementation, the Public Service Mall invites agencies / agencies and BUMN / BUMD to provide services in the Public Service Mall directly to the community, not just information services. This Public Service Mall is the most recent breakthrough from the Investment and Integrated Services Office of Central Sulawesi Province.

The APPLICATION OF OSS and MPP is a regional policy strategy to overcome various conditions that affect the development of investment and the sustainability of community business. IT-based OSS operationally facilitates non-face-to-face service, while MPP operationally facilitates direct service. Although each of them has different goals, the two are integrated in one system that supports each other.

Analysis of Public Service Implementation based on Good Governance indicators at the PMPTSP Office.

1. Transparency, Accountability, and Participation

Transparency, Accountability, and Participation are important indicators of the working of a good governance system. The three indicators have a strong correlation and influence each other. Transparency or openness of all aspects of public services shows the high accountability of government organizers. Open public access to find out how a public service process is organized, provides a wide space for the community to control, advise, and actively participate in the entire process oriented towards achieving the targets, goals, and even the strategic vision of a public service unit in the government bureaucracy.

After carefully examining several public service programs and activities, including efforts to improve service quality at the PMPTSP Office, it was noted in the performance report based on the IKU (Key Performance Indicators), as a whole it achieved even exceeding the set target. Likewise, the results of the public satisfaction survey reached 97%, almost perfect.

Departing from the data and information presented in the results of this study, related to programs and community satisfaction surveys, it should be that the indicators of transparency, accountability, and participation have been met. The source of this information comes from a Performance Report conducted through a study, which should be able to be ensured to meet aspects of academic reliability and accountability.

In the process of collecting data in the field, by referring to the indicators of good governance, different facts are obtained. Because this research is carried out in descriptive research rules, all research evidence, in the form of observational data, interviews, and archival research is packaged in such a way as to be analyzed and presented factually as it is.

Factually, according to research informants, citizens often do not have access to information on various matters related to the necessary public services. For users of internet services, they often complain about the unavailability of information about what requirements must be met and why these requirements are needed. To know in person, by going to the executive's office, the affairs are convoluted. Meanwhile, when interacting with the organizers, the users feel that they are not reasonably needed.

The effectiveness and efficiency of licensing services largely depends on the content of the information conveyed to the public. Although facilities are available direct or indirect services are available, such as buildings or service posts and internet domains and *online applications*, but the information available is not entirely accessible to the public, the quality of service cannot be said to be good. For example, there is a policy of restricting the licensing of alcoholic beverages, the public can access this information openly, but the fact is that there are certain businesses that have received permits to sell alcoholic beverages, even for brands that come from abroad. Information about which business groups can sell alcohol and which businesses cannot sell it is not well socialized. Likewise regarding the types of drinks and the limits on the quantity that can and cannot be sold or produced by local businesses.

Including the importance of being conveyed openly to the public are the laws and regulations related to certain business licenses. One example, the discussion of Presidential Regulation Number 44 of 2016 concerning the List of Closed Business Fields and Open Business Fields with Requirements in the Investment Sector is associated with the issuance of alcoholic beverage industry permits by local governments, only implemented in 2021, even though the regulation has been issued 5 years earlier. This is closely related to the weak public accountability and the responsibility of local governments to respond quickly to national regulations implemented in the regions.

The results of the 2020 community satisfaction survey which reached 97%, which means an increase from 2017's 82.71%, this means that public satisfaction with public services tends to increase. This data is also supported by accountability performance as measured by the time required in the licensing process can be achieved 100% target. The special licensing process for business licenses can be completed within 1-20 days, Non-Business Permits can be completed within 1-5 working days. This data shows that the implementation of Public Services in the PMPTSP Office can be accounted for, because it is in accordance with the SOP set based on the relevant laws and regulations.

The statements of the research informants from the relevant agencies all stated that the maximum efforts to provide licensing services were carried out in a transparent and accountable manner. When juxtaposed with the statements of informants who are not from agencies and the results of observations there are contradictions. In fact, there are still shortcomings in the context of conveying information online or directly through the Public Service Mall (MPP). The information obtained from service personnel is incomplete or does not meet the curiosity of the community. In some instances, due to incomplete information, the communities served have to go back and forth to complete the data in order to go through the available SOPs. The problem is, there are residents of the community of business actors who come from outside the area, so the vagueness of information causes public dissatisfaction, because the costs incurred to obtain permits swell. In addition, the timing of the issuance of permits is not in accordance with the SOP, which shows the accountability of the service personnel. The inopportune timing of the issuance of the business license, makes people have to go back and forth often to check the continuity of the licensing process until it is issued.

Such field conditions are correlated with community participation. Ideally, community participation includes all activities for the implementation of public services, starting from planning, implementing, and evaluating. But to meet these ideal qualifications, there must be strong legal mechanisms and bases available and ensure the active involvement of the community. Quality participation is the availability of access and community rights in decision making.

The facts obtained on the ground explain quite unequivocally, that the people involved are those who are interested in the business world and intend to benefit directly from the process of providing public services in the field of capital and licensing. Several meeting forums were held involving business actors which is usually followed by the preparation of joint SOPs. No element of parliament, academics, community leaders, or the community is affected by the efforts built around them.

The PMPTSP office provides a suggestion box intended as a means of control from the community. Of course, the suggestion box can only be accessed by business actors who take care of licensing. The wider community, including environmentalists, social issues, academics, students, community leaders, indigenous leaders, are not all able to access information or submit suggestions and criticisms about the business licensing process.

It is important to note that the quality of public services in the field of licensing is not only seen from the smoothness of the process, punctuality, and other conveniences. Implementers must pay close attention to the business organizations that want to obtain permits, including their background, experience, track record, etc., which ensures that when the business is running, it does not have a detrimental impact on the community

in the licensing locations. Currently, there are not a few protests from the community both through social and community organizations who come to complain about business actors who damage the environment, community evictions, land conflicts, to conflicts between business actors. In Central Sulawesi itself, quite a lot of information circulated in the mass media, there are mining and plantation businesses that do not have permits, there are also companies that have permits but violate the limits of their permit areas. Facts like these should be brought to the attention of the PMPTSP Office, as a manifestation of its accountability.

2. Legal Certainty, Responsiveness and Justice.

Legal certainty in this context is a rule made to clarify the service standards and limits of the authority of the Central Province PMPTSP Office to carry out its duties. Legal certainty is also a guarantee for license holders to run their business, a binding handle for business actors to comply with procedures, licensing requirements, rights and obligations of permit holders, and control tools for business actors to run a business.

This research can ensure that the technical procedures for the implementation of public services at the PMPTSP Office have been implemented in accordance with binding legal rules. The organizers have guaranteed their commitment and consistency in carrying out their respective duties according to the SOP. Likewise, the responsiveness shown by officers who meet the principles of justice can be said to be going well.

Shortcomings must exist, because some facts explain, when business actors have confidence in obtaining a permit, because they have met the terms or conditions of the applicable law, there is a delay in permits to cancellations for which the reason is unknown. Usually this happens in different spaces, it can happen in political areas or the highest policy makers in local government organizations.

Another fact that was also found, was the disobedience of the licensees to run a business in accordance with the legal corridors, and when that happened, the supervision mechanism of the DPMPTSP Office was actually ineffective, or constrained by matters outside the legal procedure. Thus, it seems that there is a disregard for certain business actors even though they have violated the rule of law. If you look closely, on various social media, there is quite a lot of easily accessible information, violations of various unlicensed business actors doing business without sanctions. Quite a lot of information explains the existence of companies holding central and regional permits that violate territorial boundaries, violate the provisions of the prohibition recorded in the licensing documents. These various things should be the basic material for the PMPTSP Office to be more careful in the stages of the licensing and post-licensing process, to meet the principle of legal certainty.

The principle of justice must also be fulfilled by the PMPTSP Office in the implementation of its Tupoksi. The principle of fairness is already quite strictly regulated in the legal provisions of business licenses. The informants also mostly stated that so far the acting officers have not discriminated against business actors who are interested in obtaining business licenses. However, there is also a growing issue of special services to business actors who have political backing, business actors who have relative relationships with political rulers in the legislature and executive. Of course, such circumstances are difficult to avoid, unless the executors perform their duties consistently, law-abidingly, and firmly.

3. Effective and Efficient

The principle of effectiveness and efficiency, the implementation of the pmptsp office is largely determined by the fulfillment of other indicators, especially transparency, accountability, and participation. If these three indicators are met, it can be guaranteed that the technical procedures for business licensing services can run well. Effectiveness is not just the accuracy and reliability of a licensing mechanism or procedure. Although it is appropriate, but it does not meet the time target, or the path of the mechanism traveled is too long, so it is inefficient, then the effectiveness is not achieved. Effectiveness and efficiency are also largely determined by people's satisfaction with the services they receive. The satisfaction of the community must also be categorized and scrutinized. As far as public complaints and criticisms are not "Viral" then it is very likely that the public is satisfied with the technical implementation of licensing services. On the contrary, the criticism circulating in the community has gone viral and even encouraged the birth of protests in the form of mass actions, for example, it is very likely that the problem, has arisen since certain business licensing procedures did not meet the principles of good governance that are mutually binding. Until the time the research was carried out, both through observations and interviews, the principles of Effectiveness and Efficiency, the licensing service at the PMPTSP Office had been running well.

4. Deal-Oriented

The SOP for Business License Services at the PMPTSP Office is prepared and then agreed upon together with related parties from the community elements of business actors. Although if it is related to the principle of participation and accountability has not been fulfilled, because it has not involved elements of the community from academics, legal practitioners, investment observers, but with the existence of agreement forums to obtain legal guarantees, this principle has been implemented by the PMPTSP Office, it is only to be refined.

Apart from these technical procedures, the agreement is in the context of fulfilling the principles of *Good Governance*, including providing certainty to parties who have built political agreements at the government level that are above the relevant agencies. Just to illustrate, when the Governor or Chairman of the DPRD makes an official visit in one of the industrial developed regions, if at that momentum an agreement is built to invest in Central Sulawesi, then even though it is not recorded in the plan and target of the CURRENT YEAR RPJMD, the agreement of the regional leadership must be carried out, because it concerns regional authority.

5. Strategic Vision

Strategic vision means a picture of the achievement of the imagined future state of affairs at the moment taking into account the internal and external conditions of the organization. Strategic Vision is usually oriented towards a long term between 15 to 20 years. Therefore, the achievement of the five-year target of government organizations is oriented towards long-term achievement.

The Central Sulawesi Provincial Licensing Service carries the vision: **"The Realization of Investment That Supports the Improvement of the EconomyQuality, Supported by Professional and Accountable Licensing Services"**.

The vision is the basis for the preparation of work plans, policy bases, the basis for the preparation of various technical frameworks of the CENTRAL SULAWESI PROVINCIAL PMPTSP Office, including determining the annual investment achievement targets, as well as efforts to achieve these targets. Oriented towards achieving the strategic vision, including mobilizing all potentials and resources in the PMPTSP Office to achieve the five-year target, according to the period of transition of political power of a government.

This research has ensured that the PMPTSP Office, through various programs and activities that have been carried out, has the right strategic vision. The vision has a long-term orientation, which in each phase of 5 years can change according to the internal and external conditions of the government organization.

Thus, the fulfillment of the principles of Good Governance through the implementation of public services by the PMPTSP Office has contributed to the realization of the strategic vision. Improvement of the various weaknesses and shortcomings of each principle can be done through regular evaluation stages

CONCLUSION

The implementation of Public Services in the field of Investment and Licensing at the PMPTSP Office has shown good quality, in the sense of meeting 9 indicators of Good Governance. This conclusion is supported by data and information analyzed in accordance

with qualitative descriptive research rules. Various weaknesses found can be responded to by qualitative performance achievement evaluation activities by involving other parties who have academic credibility and sensitivity to investment growth, including observing changes and their impact on society socially, economically, and politically. In addition, the perspective of sustainability and environmental carrying capacity is one of the indicators that needs to be considered.

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