

Implementation of Good Governance Principles in Public Services

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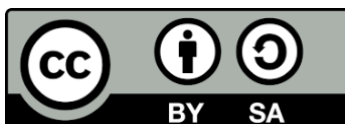
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Abstract

This research provides an understanding of the implementation of good governance principles in the public service at the Class IIA Correctional Facility Pontianak. The research investigates issues related to the occurrence of overcrowding for years in the correctional facility, the lack of prison guards responsible for family visit services, and the baggage scanner (X-ray machine) for family visitors that is already broken. The purpose of this research is to describe and analyze how good governance principles are implemented in the public service at the Class IIA Correctional Facility Pontianak. The results showed that the correctional facility implemented at least two of nine principles expressed by the UNDP 1997, such as the responsiveness principle and efficient and effectiveness principle. Based on the interviews and observations in this research, prison guards have served visitors responsively, in line with the SOP. The prison guards strive to maintain a high level of accuracy in their work, although the shortage of service staff remains an obstacle to providing responsive services. Meanwhile, in the efficient and effective principle, the research observed that the service was given structurally. However, the visit baggage scanning was still low due to the limited number of prison guards and the large number of visitor belongings while visiting the correctional facility. This research suggests that an implementation of virtual reality (VR) -based visits to facilitate families who live far from the correctional facility. In addition, the use of big data and AI is highly encouraged to manage visitor load and develop a "Visit Facilitator" program involving the alumni of the prisoners or some volunteers. As a final suggestion, a gamification system is needed to improve compliance with visitation procedures, along with mobile visitation services through a mobile service unit.

Keywords: Implementation, Good Governance Principles, Public Service, Correctional Facility



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INTRODUCTION

The success of good governance is largely determined by the government's active involvement in providing responsive, accountable, and community-oriented public services. One area that demands the application of these principles is the correctional system. Correctional institutions not only serve as a punishment but also serve as a means of fostering inmates so they can reintegrate into society with better behavior. In Indonesia, the correctional system faces complex challenges, one of which is a crisis of public trust in the effectiveness of these institutions in fulfilling the basic rights of inmates. The phenomenon of overcrowding nationwide, including at the Class II A Pontianak Penitentiary, exacerbates this situation. Inmates' rights, as protected by Law No. 22 of 2022 concerning Corrections, are often not optimally fulfilled due to limited human resources, facilities, and infrastructure. This issue is of national importance because it concerns the protection of human rights, improving the quality of public services, and the successful social reintegration of inmates as part of human resource development.

The quality of public services is closely related to the application of good governance principles, particularly responsiveness, efficiency, and effectiveness. Dwiyanto (2018) emphasized that responsiveness is a crucial measure reflecting the ability of public organizations to respond to public needs quickly and appropriately. Research by Ernalis et al. (2024) shows that these three principles are key indicators determining the quality of public services, while Ardani et al. (2023) found that the success of public services at the local level is greatly influenced by the extent to which officials can manage resources efficiently and effectively. Another study by Akbar and Rafie (2025) added that efficiency and effectiveness are benchmarks for bureaucratic performance in responding to public needs. These studies strengthen the position of good governance principles as an important framework in public service analysis.

Previous research has shown limitations in the application of good governance principles in correctional institutions. Some studies have focused more on public services in general government offices or health institutions, while studies focusing on public services in prisons are relatively limited. Ramadhi Priono's (2021) research on the implementation of good governance in Jambi's Class II A Prison demonstrated efforts to improve service quality, but these were hampered by limited facilities and human resources. Riki Anugerah (2022) also found similar obstacles in Curup's Class II A Prison, particularly related to the lack of adequate communication space for inmates and their families. A limitation of previous research is the lack of studies specifically addressing the implementation of the principles of responsiveness, efficiency, and effectiveness in inmate family visitation services, even though this service is a fundamental right that impacts inmates' psychological and social well-being.

This study aims to address this gap by examining the application of good governance principles, particularly responsiveness, efficiency, and effectiveness, in providing family visitation services to inmates at the Class II A Pontianak Penitentiary. This focus was chosen because the prison, which has experienced years of overcrowding, an unbalanced staff-to-inmate ratio, and the deterioration of supporting facilities such as X-ray machines, have posed significant challenges to the quality of public services. The uniqueness of this study lies in the under-researched local context of Pontianak, and the use of the most recent data from 2021–2024, which provides a realistic picture of service conditions on the ground. By focusing on family visitation services, this study is not only relevant to the development of good governance theory in the correctional context but also offers practical contributions to improving services at the institutional level.

The main objective of this study is to identify how the principles of responsiveness, efficiency, and effectiveness are implemented in public services at Pontianak Class II A Penitentiary and the factors that hinder their optimization. This study is expected to provide a

scientific contribution by enriching the study of the application of good governance in the context of correctional institutions, which is still rarely researched. Practically, the results of this study can be the basis for consideration for policymakers in improving the public service system in prisons, improving the welfare of inmates, and strengthening the protection of human rights. Thus, this study is expected to be able to bridge academic needs and practical needs in order to realize a more humane, professional, and community-oriented correctional governance.

RESEARCH METHODS

This study uses a qualitative method with a descriptive approach to analyze the phenomenon in depth at Pontianak Class II A Penitentiary through verbal data. The object of the study is the process of providing family visits to inmates, whose analysis focuses on three dimensions of Good Governance: Responsiveness, Efficiency, and Effectiveness. The research location was chosen because overcrowded conditions and limited staff are the main challenges. Informants were determined through a combination of purposive and accidental sampling techniques, including the Head of the Prison (key), the visiting service officer (main), and two inmate families (additional). Data collection techniques involved interviews, direct observation (using a checklist), and documentation studies (including archives and regulations). Data analysis used the Interactive Model (Miles and Faisal), including the stages of data reduction, data presentation, as well as conclusions and verification. Data validity was rigorously tested using Source Triangulation, Technical Triangulation, and Time Triangulation.

RESULT AND DISCUSSION

Pontianak Class II A Correctional Institution (Lapas) functions as a technical implementation unit under the West Kalimantan Regional Office of the Ministry of Law and Human Rights, striving to optimally carry out its correctional functions with a vision to become a trusted prison in providing guidance, services, and protection for Correctional Inmates. Built in 1985 and starting operations in 1987, this prison has an ideal capacity of 500 people, but as of January 31, 2025, it was inhabited by 1,026 inmates, indicating an overcapacity of 218.2%. To carry out its duties, the prison is equipped with health facilities, religious (mosques, temples, churches), work activities, logistics (public kitchens), as well as administration and security, and is supported by 100 employees divided into five main sections, including the Work Activities Section which focuses on skills development. However, security challenges arose with damage to several critical facilities, such as 1 X-ray unit, 12 of 20 pistols, 6 of 14 rifles, 8 of 12 PHH units, and the absence of an escape road as an emergency evacuation route. Pontianak Class II A Prison remains committed to carrying out its mission, such as providing humane treatment and implementing guidance to return inmates to active and productive citizens.

This research focused on the One-Stop Integrated Service Center (PTSP) for family visits and luggage storage, using a direct interview methodology involving three key informants: a service officer and a service recipient. The officer's role in this process is crucial, encompassing thorough administrative checks, visitor identity verification, and strict oversight of the entire visit to ensure security and order in accordance with applicable regulations. However, the research context was marred by the change in the Head of the Prison, which posed a minor but significant obstacle, preventing interviews with the highest level of leadership. Overall, the initial research findings confirm that procedural tasks are carried out with high dedication, but these findings also reveal several fundamental challenges in implementing the ideal principles of Good Governance in the field.

The implementation of Good Governance principles at Pontianak Class II A Penitentiary demonstrates a stark contradiction between procedural compliance and a spirit of responsiveness. Service personnel have successfully created an orderly and safe environment

by adhering strictly to applicable regulations, including timetables and routine security checks. Accountability and transparency in procedures have been met at the basic operational level. However, research findings indicate that visitation services tend to be rigid and lack innovation. Daily service practices are still dominated by a highly procedural approach, neglecting the flexibility needed to address the diversity of humanistic situations in the prison. This rigidity hinders the realization of truly effective and efficient services in accordance with the ideal standards of Good Governance, which demand adaptation and a focus on results, rather than simply fulfilling formalities.

The key findings of this study highlight a significant communication gap in interactions between prison officers and visitors. Observations and interviews indicate that communication is largely one-way, with officers tending to issue commands or instructions that visitors must comply with, without adequate space for reciprocal dialogue. As a result, aspirations, difficulties, or suggestions for improvement from visitors as service users often go unnoticed or unheard by service managers. This pattern of communication, lacking deliberation, directly undermines one of the main pillars of good governance: participation and responsiveness. The absence of a healthy dialogue mechanism not only impacts service quality but also fosters the perception that public services in prisons are not fully oriented towards the interests and essential needs of inmates and their families.

The principle of responsiveness in the services of Pontianak Class II A Prison shows a contradiction between good personal attitudes and limited institutional capacity. Individually, prison officers have met the demands of responsiveness described by Denhardt & Denhardt (2015) as a readiness to recognize and respond to community needs. The officers' friendly, polite attitude and alertness in providing information are a reflection of this. However, the effectiveness of this responsiveness declines drastically when the workload ratio is not proportional to the institutional capacity, in line with the findings of Ardani et al. (2023). The limitation of only 2-3 officers at the service counter to serve hundreds of visitors results in slow service and uncertainty in time. This indicates that responsiveness in prisons is still personalistic and not institutionalized, exacerbated by the absence of an official complaint system documented digitally or manually.

Analysis of the Efficiency and Effectiveness of Prisons shows a practical contradiction between public perceptions of satisfaction and operational reality. Prisons have achieved very high effectiveness, as evidenced by the Public Satisfaction Index (IKM) score as of January 25, 2025, which reached 99.2% (17.36 out of 17.50). This high score indicates that the service objective (providing satisfactory and meaningful services) has been achieved. However, operational efficiency has not been achieved comprehensively. The constraints of human resources who have multiple duties, limited facilities such as the lack of X-ray machines, and still manual administration (visitor registration) are evidence of inefficiency. This strengthens the theory of Ernalis et al. (2024) who emphasize the importance of innovation and adaptive SOPs to increase efficiency, and shows that increased efficiency (through digitalization and additional staff) will support the achievement of overall effectiveness.

These findings significantly address the Academic-Practice Gap by proposing the concept of Humanistic and Deliberative Public Service Governance (TPPHD). This concept was developed to align the ideal principles of Good Governance (responsiveness, efficiency, and effectiveness) with the rigid and innovative reality of prisons. Furthermore, this study develops the additional principle of Deliberative Communication as a complement to Good Governance. The need for this principle arises because existing communication is still one-way (officers give orders, visitors follow), so that visitors' aspirations are not heard. TPPHD emphasizes that responsiveness must include emotional sensitivity, and efficiency must be based on coordinated working relationships, not merely procedural ones. This is an effort to transform the service system so that it not only runs according to procedure but also has a real

impact on the welfare of inmates and their families.

CONCLUSIONS

The implementation of Good Governance principles (responsiveness, efficiency, and effectiveness) in providing family visitation services to inmates at Pontianak Class II A Penitentiary demonstrates serious efforts and initial commitment (as evidenced by the 99.2% IKM and the friendliness of staff), but has not yet reached the optimal category. In terms of responsiveness, the main obstacles are limited human resources, slow response times during visitor surges, and the absence of an integrated formal complaint system, resulting in individual reactive responsiveness. Meanwhile, in terms of efficiency and effectiveness, despite high levels of satisfaction, the service process is still hampered by manual operations, irregular queues, and the lack of digital technology utilization, which impacts the uneven quality of service during peak load times. Therefore, it is recommended that the Penitentiary optimize human resources and systems through innovations such as a Virtual Visitation System (VR) for long-distance families, the use of Big Data and AI to predict the visitation load, the development of a 'Visit Mediator' Program (involving inmate alumni/volunteers), and even the implementation of Mobile Visitation Services to improve accessibility, responsiveness, and overall service inclusiveness.

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