

Smart Strategy Synergy of Government Administration in Rogojampi Sub-District Banyuwangi Regency

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Abstract

Practicality requires bureaucrats to be more innovative and effective in leading and administering government affairs. Young & transparent access to information, digitization, and services to the public that are very serving, are important components that must be owned by government agencies at various levels. The East Java Provincial Government Administration Synergy Competition (SP2K) in 2022 is a way to test the sophistication of governance synergy at the sub-district level. Uniquely, Rogojampi won first place in the SP2K competition. This study aims to determine the strategy used by the District of Rogojampi, as a sub-district with good governance at the sub-district level. The results research can serve can be adopted for their success in order to lead to the synergy of good governance. Research shows that Rogojampi District has carried out the mandate in Government Regulation Number 17 of 2018 concerning Districts on the subject of innovation and public service well. Rogojampi as the main figure in carrying out general government tasks at the sub-district level, has carried out synergies and collaborations, so that his government practices give birth to innovations that are beneficial to the community, Rogojampi District Creative Innovation; Hacker Production House, Posting Dong, Yamin Perkasa, Pak Asmat, and GROBAKS.

Keywords: Innovation; Governance; SP2K

Abstrak

Praktisitas menuntut birokrat untuk lebih inovatif dan efektif dalam memimpin dan mengelola urusan pemerintahan. Akses muda dan transparan terhadap informasi, digitalisasi, dan layanan publik yang sangat melayani, merupakan komponen penting yang harus dimiliki oleh lembaga pemerintah di berbagai tingkat. Lomba Sinergi Administrasi Pemerintahan Provinsi Jawa Timur (SP2K) pada tahun 2022 merupakan cara untuk menguji tingkat kesinergian pemerintahan di tingkat kecamatan. Secara unik, Kecamatan Rogojampi meraih peringkat pertama dalam lomba SP2K. Penelitian ini bertujuan untuk menentukan strategi yang digunakan oleh Kecamatan Rogojampi bertatakelola pemerintahan yang baik. Hasil penelitian ini dapat menjadi contoh serta dapat diadopsi guna mencapai sinergi tata kelola pemerintahan yang baik. Penelitian menunjukkan bahwa Kecamatan Rogojampi telah melaksanakan mandat dalam Peraturan Pemerintah Nomor 17 Tahun 2018 tentang Kecamatan terkait inovasi dan pelayanan publik dengan baik. Kepala Kecamatan Rogojampi, sebagai figur utama dalam melaksanakan tugas pemerintahan umum di tingkat kecamatan, telah melaksanakan sinergi dan kolaborasi, sehingga praktik pemerintahannya melahirkan inovasi yang bermanfaat bagi masyarakat, Rogojampi; Hacker Production House, Posting Dong, Yamin Perkasa, Pak Asmat, dan GROBAKS.

Kata kunci: Inovasi; Tata kelola; SP2K

INTRODUCTION

Organizations that provide services to the community are always required to provide optimal services to the community. Optimal service, as defined in general principles, refers to simplicity in every process or matter, clarity, timeliness, speed/accuracy in decision-making, security/guarantee, a sense of responsibility, the availability of complete and well-maintained facilities and infrastructure, ease of access to all facilities, employee discipline and friendliness, and attention to comfort. These general principles serve as a standard for assessing whether a public service organization has implemented public services professionally or not. Public service organizations in the government sector are required to have these standards because their performance orientation is to serve the needs of the community (Isabela, 2022).

In line with the general principles of public service above, these principles must also be supported by the principles of public service as an important foundation for fulfilling these obligations. There are six important principles in the implementation of public services, including transparency, accountability, conditionality, participation, equal rights, and balance of rights and obligations. The principle of transparency provides openness that can be accessed by all parties who need public services, and this openness is presented in a form that is simple, adequate, and easy to understand by all groups in society. Accountability provides certainty and clear responsibility, in accordance with the applicable rules or regulations. Conditionality provides benefits of effectiveness and efficiency for both the providers and recipients of public services, in accordance with their capabilities and conditions in normal situations as well as in unexpected circumstances. Participation encourages cooperation between public service providers and community involvement. This participation is very important in order to pay attention to the aspirations of the community, which then fulfills the current expectations of the community to achieve the highest level of service satisfaction. Equal rights will guarantee equality for all community groups, whether in terms of economic, social, religious, or gender status, thereby preventing all forms of discriminatory actions between both parties in the public service process. The balance of rights and obligations is a very important guideline for determining the limits of the capabilities and scope of both parties in the

process of public service, so that a harmonious situation always prevails (Isabela, 2022).

Satisfactory public services are always supported by the professional performance (intensive and optimal) of employees. The intensive and optimal performance of employees will help public service organizations achieve the targets that have become the vision and mission of the institution. Employees with intensive and optimal performance within the scope of government can be referred to as civil servants (PNS)/state civil apparatus (ASN) with integrity. An ASN in their performance must have integrity values with seven general characteristics of the principles of social life, namely, not being self-centered, honesty, objectivity, accountability, commitment, openness, and leadership. Not putting oneself first is the most important attitude for an ASN to have in order to protect themselves from corruption or abuse of authority. This awareness will ensure that all resources are used appropriately and distributed in accordance with service interests. Honesty is a very important attitude for maintaining public trust in all bureaucratic processes and institutions. High trust from civil society in institutions will create an exceptionally positive image. Objectivity is all assessment actions based on facts, not on prejudices or harmful emotions. Objectivity will result in open and fair thinking. Accountability is certainty and clear responsibility for every activity carried out. Commitment is a strong promise or acceptance by an employee/civil servant to always be able to carry out all job demands in accordance with their duties, the main duties and functions of civil servants, openness provides easy access to public information for the community, and leadership encourages civil servants to have a high level of initiative, to always act quickly, precisely, and accurately in making decisions related to public affairs (Daulay, 2022).

The integrity of the State Civil Apparatus is currently very challenging. The phenomenon shows a decline in the motivation of civil servants in their duties as public servants in running government affairs. This decline in motivation can be caused by two factors, namely internal and external factors. Internal factors originate from the employee themselves, caused by laziness without cause or other things that result in counterproductive activities. Meanwhile, external factors arise from outside the employee, often characterized by the non-fulfillment of employee rights, which results in

their lives and welfare not being protected. In this phenomenon, the most commonly used solution is to provide incentives to increase the work motivation of civil servants. This is a good way to spark enthusiasm for work, but it is not appropriate if the incentives provided are greater than the workload of the employees, thus making the work budget unproductive. Therefore, to overcome the dilemma of declining integrity among civil servants, solutions are needed that spark awareness and obedience at work. Regardless, the integrity and loyalty of civil servants must not diminish their enthusiasm to serve the interests of the community, considering the oath of office that must always be upheld until retirement/completion of service, or resignation from duties/obligations as a civil servant (Daulay, 2022).

Continuing the explanation regarding the phenomenon of declining motivation for civil servant integrity related to public service performance, it is known through an assessment conducted by the Ombudsman of the Republic of Indonesia in 2022 that at the regency level of government, there were 415 governments assessed, with 40.96% or 170 district governments in the green zone, 44.82% or 186 district governments in the yellow zone, and 14.22% or 59 district governments in the red zone. Thus, the assessment conducted by the Ombudsman of the Republic of Indonesia in 2022 shows that the implementation of public services at the district government level has not been able to meet the basic services expected by the community. This may be due to the weak commitment of leaders at the government level. To address these weaknesses, leaders, as the driving force, must continue to maintain their commitment to service standards, ensuring that public satisfaction and the accuracy of program targets are sustained, as measured by the Ombudsman's Public Satisfaction Index (Ombudsman RI, 2022).

The President of the Republic of Indonesia's firm directive in 2020 regarding the performance of government officials at the central and regional levels in relation to the issue of accelerating service processes is very serious. Because the performance of employees in public service organizations to the community is still conventional, this condition makes the service process very slow and far from the expectations of the community, which is now very practical. The practicality of the public today must be responded to by public service organizations through public service innovation. Public

service innovation does not have to start at the central level and then be implemented at the regional level. Public service innovation can actually begin with the public service provider organization itself, by taking into account the potential of the region or the uniqueness of local cultural wisdom. This way, the innovations that are developed and implemented can be easily accepted by the local community to support their needs, which in turn can increase the speed and satisfaction of the public service provider organization. This acceleration is based on Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 30 of 2014 concerning Guidelines for Public Service Innovation. Article 2 paragraph 1 explains: "The development and advancement of public service innovation, as referred to in Article 1, shall be carried out in a competitive, adaptive, experience-sharing, and sustainable manner." Innovation is necessary to accelerate the improvement of service quality, which must be carried out competitively, adaptively, through the exchange of appropriate experiences, and in a manner that can provide sustainable impacts (Ombudsman RI, 2020).

Rogojampi Subdistrict is one of the subdistricts in Banyuwangi Regency that participated in the East Java Provincial Sinergi Penyelenggaraan Pemerintahan Kecamatan (SP2K) competition and won first place. In this competition, subdistricts will be assessed on three important aspects of subdistrict administration, which include the assessment of the accuracy of information about field performance with what is conveyed by a subdistrict head at the competition location (province), the cohesiveness or synergy between the subdistrict government and stakeholders (policy makers) within the subdistrict, and finally, the various innovative programs successfully implemented by the subdistrict, which are oriented towards meeting the needs of the subdistrict community and providing broad benefits in economic, social, , and environmental aspects. This research will explore the strategies used by the Rogojampi Sub-district Government so that its experiences can be known by all circles and interests, and then adopted to provide broader benefits for public service organizations that strive to work synergistically in their working areas.

RESEARCH METHOD

This research uses a qualitative approach. This method was chosen because it is considered to be able to understand and explain various phenomena in the research subject very well. A qualitative approach can be used in research on organizational functions and socio-cultural activities within organizations. This method will produce descriptive data on the objects observed. The focus will be on the synergy program in sub-district administration, which includes the smart strategies of the Rogojampi Sub-district Government, Banyuwangi Regency, in managing its administration, as well as managing innovations to support the quality of service to the community.

Data collection will be carried out through the following activities: 1). Interviews. At this stage, this method is used to obtain data directly from the observed sources. 2). Documentation and literature study. This research also reviews or studies various literature that is considered most relevant in relation to the synergy of government administration in the sub-district. The literature referred to includes books, photographs, newspapers/news, government public policies at various levels, archives, and other forms of documents that are considered valid.

The purposive sampling method will be used to obtain adequate information. Thus, there will be three or more types of informants who will be interviewed to gather information. The selection of three types of informants is considered sufficient to explain the factual conditions, which are then supported by documentation. The backgrounds of these informants are: subdistrict officials (subdistrict secretary), village officials (innovation program implementers), and the community who are the beneficiaries of the related innovations/programs (residents of Rogojampi Subdistrict).

There are three stages of data processing, namely data reduction, data presentation, and conclusion drawing. This research was conducted in 2023, in the Rogojampi Subdistrict Government area, Banyuwangi Regency, East Java Province. The main data sources or subjects in this study were the Rogojampi Subdistrict Innovation Proposal, the Rogojampi Subdistrict Secretary, and the target community of the Rogojampi Subdistrict Innovation Program. Banyuwangi Regent Regulation Number 27 of 2022 concerning Amendments to Banyuwangi Regent Regulation Number 59 of 2021 concerning Regional Innovation in Banyuwangi Regency.

The subdistrict performance synergy program is a strategic step in strengthening the effectiveness of government administration at the subdistrict level. By strengthening coordination between work units and improving the efficiency of public services, subdistricts can be at the forefront in responding to community needs quickly and appropriately. Quality public services are measured not only by the speed of service, but also by the government's ability to meet community expectations within a framework of transparency, accountability, and equality. Therefore, the quality of public services is highly dependent on the synergy of performance between institutions and local actors, who work together towards more participatory and inclusive regional development (Gani & Maulana, 2024).

RESULT AND DISCUSSION

Rogojampi Subdistrict is one of the subdistricts in Banyuwangi Regency. There are 10 villages in Rogojampi Subdistrict, namely Aliyan, Mangir, Gladag, Bubuk, Kedaleman, Lemahbang Dewo, Rogojampi, Karangbendo, Gitik, and Pengatigan. The population of this subdistrict is 57,217, with an annual population growth rate of 1.06% from 2010 to 2020. The area of Rogojampi Subdistrict is 48.51 km², bordering Singojuruh, Kabat, Blimbingsari, Muncar, and Srono Subdistricts. Rogojampi Subdistrict is also the most tolerant subdistrict in terms of diversity, as evidenced by the existence of various places of worship standing side by side.

The administration of general government affairs at the subdistrict level is a concrete manifestation of the delegation of authority from the Regent/Mayor to the Subdistrict Head, with the aim of accelerating services and improving community welfare. In this context, the subdistrict is not only an extension of the local government, but also the main implementer in maintaining order, facilitating democratic life, and ensuring the direct implementation of regional policies at the local level. A study in Kaliwates Subdistrict shows that the use of the SINCAN (Planning System) application has made it easier to assess subdistrict performance objectively and structurally, particularly in terms of the implementation of general government affairs. This assessment is an important instrument for evaluating synergy between agencies and encouraging improvements in the quality of public services in subdistricts (Inka Aulia Permatasari, 2024).

The Subdistrict Government Synergy Program (SP2K) is one of the East Java Province programs that functions as a measurement or assessment to evaluate subdistrict performance (EKK). This subdistrict performance evaluation assessment is very important to educate and guide all subdistrict heads in East Java Province. In the process, subdistrict heads can share knowledge and experiences in developing the potential of their respective regions. In addition to providing guidance and education for subdistrict heads, this program also serves as a motivator for subdistrict heads and their staff to always carry out their duties in accordance with Government Regulation (PP) Number 17 of 2018 concerning Subdistricts.

The Synergy Program for Government Administration in Districts (SP2K) is managed by the East Java Provincial Secretariat's Bureau of Government Administration Coordination (). Its implementation involves government elements from provincial-level regional apparatus, universities (academics), and the Jawa Pos Institute of Pro-Autonomy (JPIP). JPIP's involvement in this synergy program is as follows: assessment and assistance in drafting implementation guidelines, selection of administrative and presentation stages, and field review to assess five provincial-level candidates focusing on public service innovation and governance in subdistricts.

The implementation of the SINCAN application in Kaliwates Subdistrict is one of the technological innovations in government that addresses the challenges of transparency and effectiveness in subdistrict performance reporting. This application allows subdistrict employees to report programs and activities in real time, replacing the manual reporting method that was previously considered inefficient. Through features such as performance indicator filling and program evaluation, SINCAN provides administrative convenience while also serving as a direct monitoring instrument for the central government in overseeing subdistrict-level governance. Although there are still aspects of assessment that are not fully in line with the duties and authorities of the subdistrict, the effectiveness of this system is recognized as providing significant efficiency in the process of reporting and assessing the performance of local government (Triyanti & Maulana, 2024).

The implementation of this synergy program in sub-district governance is evaluated based on the performance of the sub-district head. A sub-district head will be assessed on

their leadership during the management of their sub-district. The success of a sub-district head's leadership will be assessed through the way the sub-district head synergizes stakeholders (policy makers) and creates and implements innovative programs. The form of synergy carried out is communication that results in cooperation and sustainable regional stability. Successful communication with community leaders, religious leaders, and coordination forums with the police, the Indonesian National Army (TNI) in the Rogojampi sub-district, and other government officials are important components in the SP2K program assessment. One of these is communication carried out by a sub-district head with various policy makers in the Rogojampi sub-district.

The handling or management of environmental issues is also a very important part of the assessment. In response to the waste emergency in Banyuwangi Regency, Rogojampi Subdistrict has improved the environment by managing household and commercial waste generated by the people of Rogojampi, considering that the Rogojampi area is a busy area with a market that operates 24 hours a day. The innovative program, the Rogojampi Movement to Eliminate Slums from Waste and Street Vendors (GROBAKS), has made a significant contribution to keeping the cityscape of Rogojampi clean, free from slums, and free from permanent street vendors (PKL) that disrupt the view. The success in maintaining this environment can be seen in the orderliness/obedience of the Rogojampi community in maintaining the cleanliness and appearance of the city 24 hours a day. Even though the cleaning staff in this sub-district are very limited in managing the city's cleanliness, the community has a very high level of awareness. The synergy between the Rogojampi Sub-district Head and the community and their success in managing city waste has resulted in a sustainable environment. Thus, through these two strengths, Rogojampi Subdistrict won first place in the Sinergitas Penyelenggaraan Pemerintahan di Kelurahan (SP2K) competition at the Banyuwangi Regency level. Rogojampi Subdistrict's success at this level has made Rogojampi a candidate for the same competition at the East Java Province level.

After winning first place in the sub-district government synergy competition at the Banyuwangi Regency level, Rogojampi Sub-district continued its success in a similar competition at the East Java Provincial level by bringing its superior programs. In the

selection process, Rogojampi Sub-district once again had the opportunity to be among the top five finalists or candidates as the best sub-district in East Java Province in the 2023 synergy program. The provincial selection process involved 30 (thirty) of the best subdistricts in East Java, which were then narrowed down to the top five. The selection process was carried out from November 1 to 4, 2023, and the selected candidates were announced on November 4, 2023.

The Sub-district Performance Synergy Assessment (SKK) is an important instrument in encouraging the creation of public service innovations at the sub-district level. A study in Sukosari Sub-district, Bondowoso Regency, shows how the SKK program has triggered the creation of the Kursi Tandu (Population Data Accuracy) innovation as a solution to the data gap that has been hampering the validity of social assistance programs. This innovation utilizes a digital approach through online forms and mobile services to reach vulnerable communities while accelerating the data verification process. By fulfilling the five innovation indicators according to Rogers—relative advantage, compatibility, complexity, trial, and observability— Kursi Tandu not only addresses technical administrative issues but also creates a public service model that is inclusive and adaptive to community needs (Putri Febrianti, 2024).

On November 23, 2022, the East Java Province assessment team visited the working area of the Rogojampi Subdistrict Government. The arrival of the provincial assessment team was not actually to test the feasibility of the program, but to find out the actual or factual information. This was to check the conformity with what had been conveyed by the Rogojampi Subdistrict Head during the presentation stage of the selection process. The purpose of this visit was not only to verify the accuracy of the information presented by the District Head, but also to ensure that the District Head and the sub-district government officials had carried out their duties in accordance with Government Regulation (PP) Number 17 of 2018 concerning Sub-districts. This is in order to encourage continuous coordination and alignment of performance among government administrators in the Rogojampi Sub-District, all of which are oriented towards accelerating development, especially in the sub-district.

In this synergy program, there are three aspects that will be assessed, including: the

accuracy of the performance information presented by the sub-district head, synergy with policy makers in the sub-district, and innovation programs that benefit the community. Regarding innovation programs, Rogojampi Subdistrict presented five innovation programs, namely: YAMIN PERKASA (Kamisan Library, SKCK Services, and Samsat), Rumah PRO-HECKER (Rogojampi Subdistrict Eco Enzyme Jamu Production), POSTING DONG (Stop Stunting with Odong-Odong), PAK ASMAT (Delivery Service to Rogojampi Subdistrict Addresses), and GROBAKS (Rogojampi Movement to Eliminate Slums from Garbage and Street Vendors). The details of the Rogojampi Subdistrict public innovation programs are as follows.

1. YAMIN PERKASA (Kamisan Library, SKCK, and Samsat Services)

The Kamisan Library, SKCK, and Samsat Service Program (YAMIN PERKASA) is an innovation program launched on Wednesday, September 13, 2021. This program is designed and intended not only for the people of Rogojampi District, but also for people living in areas close to Rogojampi District, namely Blimbingsari, Singojuruh, Songgon, and Kabat Districts, for SKCK and STNK/motor vehicle tax payment renewals. The YAMIN PERKASA program is accessible on a weekly basis, once a week on Thursdays, from 8:00 a.m. to 12:30 p.m. at the Rogojampi Subdistrict Office courtyard. This program was specifically designed to encourage residents of Rogojampi, most of whom do not comply with vehicle tax payments. By providing easy access in terms of both distance and requirements, this program aims to change the behavior of Rogojampi residents to comply with vehicle tax payments. One of the advantages of this program is that it is equipped with a mobile library, where books can be read while waiting for the service process to be completed.

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specifically designed to encourage the residents of Rogojampi, most of whom do not pay their vehicle taxes, to do so. With this program, which provides easy access in terms of distance and requirements, it is hoped that there will be a change in the behavior of the people of Rogojampi to pay their vehicle taxes. An added bonus of this program is that it is equipped with a mobile library, where books can be read while waiting for the service process to take place. PRO-HECKER (Produksi Herbal Eco Enzim Kecamatan Rogojampi)

2. PRO-HECKER (Rogojampi Sub-District Eco Enzyme Herbal Production)

The Rogojampi District Herbal Eco Enzyme Production House (PRO-HECKER) is an innovative program that converts household waste into Eco Enzymes. Eco Enzymes are multipurpose liquids produced through fermentation for approximately 90 days or 3 months, which have health benefits and improve environmental functions. This product can be used as organic plant fertilizer, compost mixture, wound healer, and laundry soap. Eco Enzyme products are developed at the PRO-HECKER house located in Gitik Village, which is empowered by women from the Family Welfare Empowerment (PKK) group in the Gitik Village area, Rogojampi District.

3. POSTING DONG (Stop Stunting with Odong-Odong)

The Stop Stunting with Odong-Odong (POSTING DONG) program is a flagship program of the Rogojampi Subdistrict Government to address the issue of stunting. This program can reach the economic dimension by reviving the odong-odong train as a means of transportation for toddlers and parents, in order to increase children's interest and reduce family transportation limitations, so that they can immediately take their toddlers to the health center to receive services according to schedule. Thus, the stunting management process can proceed according to targets, while also providing financial benefits for small odong-odong business operators. In the health dimension, this reflects the subdistrict's successful collaboration with the community health center (puskesmas) in reducing stunting rates within its jurisdiction. One program yields two benefits.

4. PAK ASMAT (Child Pickup and Drop-off Service to Home Addresses)

Address Pick-up Service (PAK ASMAT) in Rogojampi Subdistrict. This is an impartial administrative service program. The program was developed to address

administrative service issues among people with disabilities, the elderly, and economically disadvantaged residents of Rogojampi. These individuals find it very difficult to access services if they have to come to the subdistrict office. Therefore, they can simply communicate through village officials to access services at the subdistrict office, and the results of the services are then delivered directly by subdistrict officials to the parties concerned. This program, which is friendly to people with disabilities, the elderly, and residents with limited economic means, has made Rogojampi Subdistrict an inclusive area that is sensitive to issues that arise in the social life of the community.

5. GROBAKS (Rogojampi Movement to Eliminate Slums from Waste and Street Vendors)

The Rogojampi Movement to Eliminate Slums from Waste and Street Vendors (GROBAKS) is a sustainable innovation program in the environmental dimension. This program mobilizes sanitation officers to control waste in busy areas in Rogojampi Subdistrict, especially in Rogojampi Market, which is a 24-hour trading center that contributes significantly to urban waste. This program also plays a role in monitoring the activities of street vendors so that they do not settle on public facilities. Currently, street vendors are allowed to operate from 6:00 p.m. to 4:00 a.m., while from 4:00 a.m. to 6:00 p.m., vendors must pack up their tents so as not to disturb public activities and the beauty of the city during productive hours. The cleanliness of the city and the orderliness of street vendors are still maintained to this day.

CONCLUSION

The Rogojampi Subdistrict Government has implemented the mandate in Government Regulation (PP) Number 17 of 2018 concerning Subdistricts, as evidenced by the achievement of Rogojampi Subdistrict in winning first place in the Synergy of Government Administration in Villages (SP2K) activity. This is in response to the increasingly practical needs of the community, as well as an effort to accelerate human resource development and environmental sustainability. The sub-district government has also launched various innovative public service programs, which have proven to benefit the community in terms of behavior, mindset, environmental sustainability, ease of access to administrative services, and health.

The administrative service program provides access to SKCK (Certificate of Good Conduct) issuance and motor vehicle payment services, as well as administrative services delivered to residents' homes. The health program focuses on treating stunting in children to maintain the quality of growth and development of the nation's future generation. Finally, the program creates a sustainable environment by managing municipal waste and converting household waste into Herbal Eco Enzyme products, which have economic potential for the community of Rogojampi District. These three innovative programs are components that cover basic human needs to achieve a better quality of life and prosperity in a region. These achievements were made through four innovative programs: POSTING DONG (Stop Stunting with Odong-Odong), YAMIN PERKASA (Kamisan Library, SKCK, and Samsat Services), and PAK ASMAT (Delivery Service) in Rogojampi District.

In conclusion, the need to realize good governance in the public sector is becoming increasingly urgent, especially in an era marked by increased public scrutiny, rapidly growing community needs, and increasing global challenges. Effective leadership is essential in navigating the complexities of implementing good governance practices within public sector organizations. Leaders must prioritize transparency, accountability, and ethical decision-making to build a culture of integrity and trust. By implementing strategies that encourage continuous learning, innovation, and a steadfast commitment to the principles of good governance, public sector entities can become beacons of excellence that are responsive to community needs.

Furthermore, aligning policies and programs with good governance principles is essential to promote long-term and sustainable development that meets the needs of current and future generations. The convergence of corporate governance models in the context of globalization underscores the importance of adapting governance practices to an ever-changing environment while upholding ethical standards. Leadership skills and competencies are critical to organizational success, benefiting stakeholders and staff, and driving positive outcomes in service delivery and management.

To overcome the challenges of implementing good governance, leaders must navigate political pressures, conflicting interests, and competing priorities while upholding ethical

standards. Assessing training needs is essential for developing leadership competencies such as individual behavioral skills and change management, which are critical for effective governance. By demonstrating a commitment to transparency and accountability, public sector organizations can rebuild public trust, increase community engagement, and garner support for their initiatives. Through a culture of shared decision-making, respect, and teamwork, organizations can create more productive workplaces that encourage communication and collaboration.

In essence, by fostering a culture of ethical, sustainable, and governance-oriented leadership within an ESG framework, public sector organizations can achieve transformative change, allocate resources efficiently, and ensure that the greater good is always at the forefront of decision-making. Through the collective efforts of dedicated leaders and stakeholders, the public sector can fulfill its mandate to serve the community and contribute to a more prosperous and equitable society.

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