Public Services in Good Governance

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Abstract: Public services in good governance must at least meet the quality that must be met. The provision of public services is very important in encouraging good governance practices in Timor-Leste. Therefore, professional public services need to be realized in government governance with a good service delivery system. Implementation of good governance in government, community and private service providers can be carried out with innovative service activities and still paying attention to the principles of good governance. This research aims to determine public services to support good governance practices using quantitative methods with a descriptive analytical approach. This research was conducted on 30 Timor Leste Ministry of Health staff using the saturation (census) method. Data was collected by distributing questionnaires and analysis techniques using Simple Linear Regression analysis. The T test results show that there is significant public service impact on good governance so that improvements in public services are needed to support more efficient and transparent governance.

Keywords: Good Govermance, Public Service, Timor Leste

A. Introduction

Current practices of providing public services in Timor-Leste remain full of uncertainty about the cost, time and method of working. Public service management is a kind of entry into the wild land that is full of uncertainty. Working time and costs are never clear to service users (Gieske et al., 2020). This is because the work procedures never regulate the obligations of service providers and the rights of citizens as users (Pielke Jr et al., 2020). Procedures tend to regulate the obligations of citizens when dealing with work units (Cruz et al., 2022). This uncertainty is high which encourages residents to pay tax with the staff to immediately obtain job certainty (Soares et al., 2022). Uncertainty may also encourage residents to choose to use a job to complete their job rather than to complete it on their own (Samadara & Sir, 2022). In addition, we often see and hear the actions and behavior of pure (Silal & Saha, 2020), Incompatible (Bovaird & Loeffler, 2023), and in disciplined service providers (Croissant, 2022). A logical consequence is that today's government performance as a civil servant has been the best place, especially since the emergence of a democratic climate in the government (Fonseca & Baysa-Barredo, 2021). People

began to question the value they received from the services provided by government agencies. In fact, all of these problems do not have to happen as has been experienced so far, if the government and its government equipment have sufficient credibility and authority that the people respect (Widiastuti & Pramitasari, 2023). A government that has high ethics and morals in carrying out its government authority is clearly responsible and respected for the aspirations and interests of the people (Tray, 2021).

Public services in good governance actually meet the quality that must be met (Roll, 2019). The public at all times always demands quality public services from bureaucrats, even though these demands often do not meet expectations because empirically the public services that have occurred so far are still characterized by being complicated, slow, expensive and tiring (Verkhovets & Sahin, 2024). This tendency occurs because society is still positioned as those who "serve" rather than those who are served (Kehik, 2023).

According to (Pereira et al., 2020), the government (bureaucrats) as expected above is that the government has society, namely the government (bureaucrats) transfers its control authority to the community. The community is empowered so that it is able to control the services provided by the bureaucracy. With control from the community, it will be better because they will have better commitment, care more, and be more creative in solving problems (Uesugi, 2021). The services provided by bureaucrats are interpreted as obligations, not rights, because they are appointed by the government to serve the community (Budi & Mashari, 2024). Therefore, a strong commitment to service must be built so that services will be more responsive to community needs and can design service models that are more innovative, efficient and effective (Nalle & Tewu, 2022).

Meanwhile, according to (Thusi & Selepe, 2023), service problems are thought to be due to: (1) Increasingly sharp public criticism regarding the lower quality of public services; (2) All government officials are required to have a sense of crisis so that service officials are able to do more with less; (3) Government officials are required to be more professional by prioritizing the fulfillment of public accountability and responsibility; (4) The community, as a party whose interests must be fulfilled and protected (public interest), demands that the government pay serious attention to their aspirations and fulfill them as far as possible.

It is very important to implement public services in encouraging good governance practices, so that improving the performance of public services is considered important by stakeholders, namely: government (Rahmatullah, 2023), society (Devi & Al, 2021) and the business world (Vaidya, 2020). Public services are the domain of the three elements of governance in very intensive interaction and good governance practices can be interpreted simply and realistically through public services.

Su et al., (2023) revealed in her journal that the factors causing poor public services so far are: (1) Policies and decisions that tend to benefit political elites and are not at all pro-people; (2) The institutions that are built always emphasize purely mechanical techniques and not an approach to human dignity; (3) The tendency of society to maintain an attitude of resignation, whatever has been given by the government, which has an impact on society's blunt critical attitude; (4) There are government attitudes that tend to prioritize bureaucratic informality and defeat formal processes with the principle of gaining personal gain.

In this regard, professional public services need to be realized in good governance. This is important considering that the system of providing services to the community has recently shown many problems. A service is considered satisfactory if the service can meet the needs and expectations of the community. Measuring public satisfaction is an important element in providing better, more efficient and more effective services. If the public is dissatisfied with a service provided, then the service can certainly be ineffective and inefficient, this is especially important for public services. States that the reasons that give rise to dissatisfaction with the apparatus are as follows: (1) There are allegations of irregularities in the implementation of services; (2) The attitudes and behavior in carrying out duties are deemed not to be in accordance with the nation's customs and culture; (3) Lack of discipline among officers regarding the schedule or time that has been determined; (4) Settlement of protracted and uncertain matters; (5) There is negligence in the use of materials, workmanship of goods, not in accordance with requests or standards; (6) The services provided are inadequate/do not meet standards, or do not meet community expectations; (7) There are rules or service mechanisms that are considered difficult, burdensome or deemed to reduce or ignore their rights; (8) There is no satisfactory response to the complaint that has been submitted. To avoid this dissatisfaction, the efforts that must be made by administrators are to provide the best possible service to the community, in line with community demands for realizing good governance.

Public services in Timor-Leste are an important part of the discipline of public administration, with the main focus on improving service quality in good governance. Quality public services are a vital element in encouraging good governance practices in Timor-Leste, public services are the focus because of their significant role in the development of better government. Along with the increasing demands of society and changes in the government environment, the format and paradigm of public services is to increase innovation in public services so that they can meet society's ever-growing expectations. The emphasis on professional public services is part of efforts to realize good governance.

This research also emphasizes the importance of innovation in public services. Good governance is not only about implementing the principles of good governance, but also about the ability to innovate in providing services, involving the government, community and private sectors in creating effective and efficient service solutions.

This research aims to determine public services to support good governance practices, as well as the need for innovation and adaptation in service systems to meet the changing demands of society. The results of this research can be used to improve the quality of public services by state and government civil servants in Timor-Leste.

B. Methods

The research methods used in the study of public services and good governance in Timor-Leste are as follows:

Determining Research Objectives

Determine the research objective to find out how public services can support good governance practices. The main focus of the research objective is on the quality of public services and the implementation of good governance in service providers by the government, community and private sector (Pereira et al., 2020).

Population and Sample

The research population was all staff of the Ministry of Health of Timor Leste, totaling 30 people. The sampling method used is the saturation (census) method, which means the entire population is used as the research sample. The census method was used to obtain complete and representative data from all existing staff (Kehik, 2023).

Data collection

Data was collected using a questionnaire distributed to all respondents (Uesugi, 2021). The questionnaire was designed to collect information regarding the perceptions and experiences of Ministry of Health staff regarding public services and good governance.

Data analysis

The data analysis technique used in this research is Simple Linear Regression analysis (Thusi & Selepe, 2023). This method is used to test the relationship between the independent variable (public service) and the dependent variable (good governance). Simple Linear Regression Analysis for researchers to see how much influence public services have on good governance practices.

Significance Test

The results of the T test analysis are used to determine the significance of the influence of public services on good governance (Vaidya, 2020). This T test helps test the research hypothesis whether there is a significant relationship between the quality of public services and the implementation of good governance.

C. Results and Discussion

Details of returning the questionnaire (response rate) to 32 respondents who have been carrying out their functions as staff of the Ministry of Health"s Human resources section of the State of Timor Leste, are presented in the following table:

Table 1. Questionnaire Details

Information	Number of Questionnaires
Questionnaires distributed	30
Questionnaires that are not returned (do not meet the criteria)	0
Returned questionnaire	30
Questionnaire rate of return	100 %

The questionnaire return rate of 100% is a positive indication of the commitment and participation of the Human Resources staff of the Ministry of Health in this research. Full participation of respondents provides high reliability to the data collected, as no data is missing or unrepresented. This increases the validity of the research results because each member of the population identified as a respondent provides the expected input.

The 100% questionnaire return rate is a very positive result, indicating high commitment and full participation from the HR staff of the Ministry of Health of Timor Leste. Several points that can be discussed related to this finding are (1) High data reliability because all respondents identified in participating in the study, no data was missing. This provides high reliability, because all data planned to be collected was successfully obtained without any discrepancies. (2) The validity of the research results is increased because every member of the population contributed. This ensures that the data collected truly represents the population studied, without any non-response bias. With no respondents who were absent, this result strengthens that the conclusions drawn from this study are more generalizable to all HR staff of the Ministry of Health. (3) Respondent Commitment rated 100% reflects a high level of commitment from the staff to be involved in the research. This could mean that the topic raised in this study is considered important and relevant to their daily work. (4) Minimal Non-Response Bias when all respondents participated, the possibility of non-response bias becomes zero. This reduces the potential that research results may be influenced by the unique views or characteristics of the non-responding group, thereby increasing the accuracy of the analysis. (5) Increased Confidence in Findings With complete and representative data, researchers and policy makers can be more confident that recommendations or policy changes proposed from the research results will be relevant and effective for all HR staff studied. Overall, this perfect return rate strengthens the credibility of the research and provides a strong foundation for the conclusions to be drawn.

Table 2. Characteristics of Respondents by Gender

Number	Gender	total	Percentage %
1	Man	23	77%
2	Woman	7	23%
Total		**30**	**100%**

The majority of staff from the Human Resources Department of the Ministry of Health of Timor Leste who participated in this research were men. The number of male respondents was almost four times more than the number of female respondents. This unequal gender composition may reflect the gender structure within the Human Resources staff at the Timor Leste Ministry of Health. The results of this study indicate that the majority of participating staff of the Human Resources Department of the Ministry of Health of Timor Leste are male. With almost four times more men than women, the gender composition reflects the employment structure of the Human Resources Department of the Ministry of Health of Timor Leste. This may indicate that the HR department of the Ministry of Health is dominated by men, which may be related to cultural, social, or structural factors that influence recruitment and gender roles in the institution. On the other hand, this gender balance is important to consider in data analysis, especially when discussing the dynamics of work, the role of HR, and policy decisions in the ministry. Perceptions, experiences, and views between male and female respondents may differ, so it is important to consider whether the results of the study reflect the views of all HR staff or only the majority group. This imbalanced gender structure may reflect broader social and cultural dynamics in Timor Leste, including perceptions about the roles of men and women in the workplace, especially in the public sector such as health. This could open up space for further research on how gender influences employment opportunities and decision-making in government institutions. Gender connectedness may also influence internal governance and how HR policies are formulated and implemented. For example, perceptions of inclusive public services and good governance may differ based on gender experiences, which may influence research findings related to good governance. Overall, these findings not only provide insight into the gender structure of HR departments, but also open up discussions about how gender may influence policies and practices in the health sector in Timor Leste.

Table 3. Classification of Respondents based on Education Level

Level of education	Total	Persentage %
High School	0	0%
Diploma	0	0%
Bachelor (S1)	25	83%
Magister (S2)	5	17%
Total	**30**	**100%**

From the table above, it is found that 83% of respondents have a bachelor's degree (S1), this shows that the majority of respondents have completed higher education. From this data it can be seen that the population has better views or analytical skills in the field being studied. Only 17% of respondents have a master's degree (S2). Although this number is small compared to bachelor's degree holders, the presence of respondents with master's degrees indicates a deeper level of expertise and knowledge within the respondent group.

The results showed that 83% of respondents had a bachelor's degree (S1), indicating that most HR staff in the Ministry of Health of Timor Leste have completed higher education. The majority of respondents with a bachelor's degree reflect that the workforce in the HR department has a solid educational background. This indicates that they have a good understanding of the concepts of human resource management and organizational governance, which are important in supporting good governance practices. With a bachelor's degree, respondents are more likely to have better analytical skills, which can contribute to more mature and knowledge-based responses to questionnaire questions. This also adds credibility to the research results because the population has an educational background that is relevant to their role.

Although only 17% of respondents have a master's degree, their presence provides an additional dimension to the quality of knowledge and expertise in this group. Masters of education respondents usually have a deeper and more specific understanding of complex issues, such as health policy and HR management. This additional expertise has the potential to influence how they understand and broadcast public policy and the role of public services in good governance. These findings can also provide guidance for the Ministry of Health regarding further human resource development, such as providing opportunities for staff with undergraduate education to continue their education to master's level, in order to improve their capacity and expertise in health management. Overall, these data indicate that the human resource workforce of the Ministry of Health of Timor Leste consists of highly educated individuals, which can improve the effectiveness of the organization in supporting good governance and better-quality public services.

Table 4. Characteristics of Respondents Based on Years of Service

Years of service	Total	Persentage %
0 To 5 Years	2	7%
6 To 10 Years	12	40%
11 To 15 Years	11	37%
16 To 20 Years	4	13%
> 21 Years	1	3%
Total	**30**	**100%**

The research results presented in Table 4 show the characteristics of respondents based on length of service, namely 2 respondents (7%) who have worked between 0 and 5 years. This shows that the group with the shortest tenure is the smallest in the sample. This small percentage may indicate that the HR department of the Timor-Leste Ministry of Health has a low employee turnover rate, or that new recruitment processes in recent years have been relatively limited. This may indicate stability within the department, with staff tending to stay in their jobs longer. This group is still in the early stages of their careers and may still be adapting to the dynamics of the organization. The training and development needs of this group may be higher

than for staff with longer tenure, to improve their skills and knowledge in HR management. Given their relatively short tenure, members of this group may not yet have held key roles or primary responsibilities within the department. However, they have the potential to develop into valuable assets to the organization with the right guidance and career development. Organizations can use these findings to design development programs aimed at new staff, ensuring they receive the support needed to make more significant contributions in the future. Mentoring or coaching programs from more senior staff can be an effective strategy.

A total of 12 respondents (40%) had work experience between 6 and 10 years, making this the largest group in the sample. This indicates that the majority of respondents are in the early middle stages of their careers. The results showed that 40% of respondents had between 6 and 10 years of work experience, making them the largest group in the sample. The majority were in the early to mid-career stage: with 40% of respondents in this category, it can be said that the majority of staff were in the early to mid-career stage. This indicates that they have had enough time to gain significant experience but have not yet reached the highest level of seniority. The balance in experience is having enough experience to understand their job and make a meaningful contribution, but also still in the process of developing their skills and capacity. The development needs of staff who are in the early to mid-career stage often require further development to advance their skills and prepare them for more senior positions. Training programs, mentoring and opportunities to take on additional responsibilities can be very beneficial for this group.

The growth potential of candidates is strong for long-term career development. Organizations can focus on building clear career pathways and providing opportunities for these staff to move up to managerial or strategic positions in the future. The experience that is most relevant is in the early to mid-career stage, they may be more open to change and innovation compared to more senior staff. This can affect team dynamics and acceptance of participative leadership and collaborative teams. Balance of leadership needs: it is important to recognise that staff at this stage may require extra support in terms of guidance and direction, particularly in terms of skills development and career planning. Organisational sustainability: this group demonstrates stability in the workforce structure, as they have been around long enough to understand the organisation's culture and processes but have not yet held senior positions. This creates a solid foundation of experience that can help the organisation maintain sustainability and continuity of operations. Leadership and human resource management: to maximise the potential of this group, organisations should emphasise developmental leadership and human resource management that can support their growth. A focus on skills development, motivation and providing constructive feedback will help them reach the next stage of their career. Overall, these findings suggest that the majority of staff are in the early to mid-career stages, which offers organisations an opportunity to facilitate their development and prepare them for larger roles in the future. 11 to 15 Years: Eleven respondents (37%) had

employment between 11 and 15 years. This is the second largest group and indicates that most respondents are at the mid-career stage. 16 to 20 Years: A total of 4 respondents (13%) have worked between 16 and 20 years. This indicates a small proportion of respondents have reached an advanced stage in their careers. Only 1 respondent (3%) had more than 21 years of service, indicating that very few respondents were in the final stages of their career or approaching retirement.

With most respondents having between 6 and 15 years of work experience, the results of this study reflect the views and experiences of individuals who have a significant level of work experience but have not yet reached the final stages of their careers. This may mean that the insights provided tend to come from the perspective of emerging and established professionals. Although there is a distribution in length of service, the group with very long work experience (> 21 years) is very small. This may limit understanding of how views or attitudes change in later career stages.

The majority of respondents are in the middle stages of their careers, likely carrying a mature understanding but not yet reaching the pinnacle of their careers. The lack of respondents with more than 21 years of service may mean that this study may have paid less attention to the views of highly experienced professionals. Further research should include samples that are more balanced in terms of the distribution of years of service to obtain a more comprehensive picture of all career stages. Carrying out a more in-depth analysis by comparing different tenure groups can provide better insight into how work experience influences views and attitudes.

The results of the individual parameter significance test (t test) simple linear regression equation, show that the t value is 3,495 less than t table 2,048, with a significance probability of 0.000, the probability is greater than 0.05. Then it can be said that Ho is accepted and Ha is rejected. Thus, Public services has influence and is significant on good governance.

Based on the results of research using the individual parameter significance test (t test) in a simple linear regression equation, it can be concluded that:

The calculated t value of 3.495 is greater than the t table of 2.048, this result shows that the independent variable has a significant influence on the dependent variable. The probability of significance of 0.000 is smaller than 0.05. This indicates that the results are highly statistically significant, that is, there is strong evidence that the independent variable (public services) has an influence on the dependent variable (good governance). Research conducted by (Saharso & Fadilah, 2024) has examined the relationship between public services and good governance, and the results generally support the finding that public services play a significant role in effective governance. Research (ref) also found that quality public services, especially those based on technology and innovation, contribute significantly to good governance. Research (Chandra & Wijayati, 2024) used a mixed-method approach, and their quantitative

results showed that the application of technology in public services strengthens transparency and responsiveness.

Based on the given results, the probability of significance is 0.000, which is obviously smaller than 0.05. Therefore, it should be stated that Ho is rejected and Ha is accepted, not vice versa. With a calculated t value that is greater than the t table and a significance probability that is smaller than 0.05, it can be concluded that the alternative hypothesis (Ha) is accepted. This means that public services do have a significant influence on good governance.

These results confirm that improving the quality of public services is an important factor in improving good governance. Quality public services can include transparency, accountability, responsiveness, and efficiency, which are important elements of good governance (Kartika et al., 2024). Governments that provide good public services tend to be more trusted by the public, thereby strengthening the legitimacy and stability of government institutions. Good public services support the implementation of good governance principles, such as public participation, justice, efficiency, and legal certainty. With responsive public services, the government can better meet the needs of the community, thereby increasing the effectiveness of public policy (Kartika et al., 2024).

The findings of this research indicate that improving the quality of public services contributes significantly to the implementation of good governance. This can include aspects such as transparency, accountability, efficiency and responsiveness in public administration. Quality public services are usually characterized by transparency in the administrative process, where information is easily accessible to the public (ref). This transparency allows citizens to understand the government process and minimizes the possibility of corruption or abuse of authority. Improving the quality of public services, such as information transparency, directly contributes to transparency in governance (Chaironisa & Suryanti, 2024).

The results of this research can be a basis for policy makers to focus on improving public services as a strategy to improve government governance. Investments in civil servant training, improving public management systems, and implementing information technology could be practical steps to take. The results of this study are in line with various studies that emphasize the importance of improving public services as a key to strengthening good governance. The results of this study provide a basis for policy makers to design strategic steps to improve the quality of public services with broader implications for governance. One of the main strategies proposed based on the results of this study is investment in civil servant training and development. This study implies that improving the quality of human resources in the public sector can directly improve efficiency, responsiveness, and accountability in public services. Training can cover technical, managerial, and professional aspects in carrying out service tasks.

Thus, the research results show that there is a significant relationship between public services and good governance, providing important insights for the development of policies and practices in the public sector. This study makes an important contribution to the understanding of the relationship between public services and good governance. The results show that improving the quality of public services not only has a positive impact on the public's experience in receiving services, but also strengthens the principles of good governance, such as transparency, accountability, and efficiency. Thus, these findings offer clear directions for the development of better policies and practices in the public sector.

D. Conclusion

Public services in good governance cannot be separated in practice. Government officials must have awareness in providing public services to support good governance. Public services that illustrate good governance mean that service providers, both government, community and private, can carry out innovative service activities while still paying attention to the principles of good governance. The implementation of good governance in Indonesia not only has a positive impact on the government, but also has a positive impact on non-governmental organizations so that good corporate governance is born. Public services in good governance need a strong foundation and are supported by the state, private sector and civil society. The idealized Indonesian state is a servant state (administrator). The spirit of mutual cooperation as a core value of Pancasila is oriented towards providing the best service to achieve national goals. For this reason, every citizen and state administrator must have the mentality, skills and integrity of service. Leaders are required to revolutionize thinking in providing services to all stakeholders.

E. Acknowledgment

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