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Submission date: 27-Apr-2022 12:27PM (UTC+0700)
Submission ID: 1821621775
File name: 4734-13464-1-PB.pdf (847.21K)
Word count: 5727
Character count: 31718

Budapest International Research and Critics Institute-Journal (BIRCI-Journal)
Humanities and Social Sciences
ISSN 2615-3076 Online)
ISSN 2615-1715 (Print)
www.bircu-journal.com/index.php/birci
Budapest Institute

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Abstract

Analysis of the implementation of good public governance at the Ministry of Industry. This research is about the actual implementation of good governance, especially at the Ministry of Industry Office. Based on research that has been conducted, the Office of the Ministry of Industry has not implemented or implemented the values of good governance in a committed manner, especially with regard to professionalism, transparency, accountability and excellent service. The research method used is a qualitative research method where one of the research procedures produces descriptive data and the data obtained are more complete, more in-depth so that the research objectives can be achieved. The research location is at the Ministry of Industry. The author collects research data from several books, government regulations, journals and in-depth interviews with research informants, namely employees of the Ministry of Industry. This study concludes that the obstacles in the implementation of good governance at the Ministry of Industry are in accordance with applicable laws and regulations. So that there are no obstacles in carrying out a policy especially those related to the community.

Keywords
good public governance; professionalism; transparency; accountability and excellent service

I. Introduction

Good Public Governance (GPG) is a manifestation of the acceptance of the importance of a set of regulations or good governance to regulate the relationships, functions and interests of various parties in business affairs and public services. The principles of good governance are very important in realizing good governance.

In the formulation of Article 3 of Law Number 28 of 1999 concerning State Administration. The implementation of Good Governance in the administration of a clean government and free from corruption, collusion and nepotism (KKN), has been explicitly regulated by the principles of good governance or better known as good governance. The principles of good governance in the practice of administering the State are set forth in 7 (seven) general principles of state administration as referred to in Law Number 28 of 1999 concerning State Administration that is Clean and Free of Corruption, Collusion and Nepotism. The elements of Good Governance are the state, the private sector, and the community. These three elements are very important elements in realizing Good Governance, because the regulatory function that facilitates private and community elements, as well as the administrative functions of government administration are also attached to this element.

Budapest International Research and Critics Institute-Journal (BIRCI-Journal)
Volume 5, No 2, May 2022, Page: 9455-9469
e-ISSN: 2615-3076(Online), p-ISSN: 2615-1715(Print)
www.bircu-journal.com/index.php/birci
email: birci.journal@gmail.com

In Law Number 14 of 2008 concerning Public Information Disclosure (KIP) it is very important as a legal basis relating to first, the right of everyone to obtain information; second, the obligation of the Public Agency to provide and give requests for information in a fast, timely, low/proportional cost, and simple way; third, exceptions are strict and limited; fourth, the obligation of the Public Agency to fix the system of documentation and information services. Law Number 14 of 2008 concerning Openness of Public Information underscores in great detail that one of the important elements in realizing an open state administration is the public's right to obtain information in accordance with statutory regulations.

The Ministry of Industry in carrying out public services certainly has many limitations, especially in terms of evaluating functional positions. For this reason, the author needs to see whether the Ministry of Industry has implemented good public governance to support the improvement of the performance of the State Civil Apparatus (ASN) at the Ministry of Industry. Based on the explanation above, the writer will examine how the implementation of good public governance is related to professionalism, accountability, transparency and excellent service.

1.1 Research Objectives

1. Mapping the business process of Good Public Governance at the Ministry of Industry.
2. Conduct an assessment / determination of the amount of risk on each variable that causes undesirable events in the implementation of Good Public Governance at the Ministry of Industry.
3. Mitigate risk in the implementation of Good Governance at the Ministry of Industry.

1.2 Benefits of Research

1. The results of this study are useful for the Ministry of Industry in its management.
2. The results of this study are a model for further development by other parties.

1.3 Formula of Problems

1. How is the business process of Good Public Governance at the Ministry of Industry?
2. What are the opportunities and impact of risk on the implementation of Good Public Governance at the Ministry of Industry?
3. How is risk mitigation to avoid unwanted events in the implementation of Good Public Governance at the Ministry of Industry?

II. Review of Literature

The role of good governance for public and private institutions is considered important in achieving the intended interests by taking into account the complex and interwoven interests of different stakeholders. Scholars around the world have spent their time studying, discussing, and debating the realities of the dimensions of good governance from various cornerstones. For example, there is clear research interest in geographic focus and cross-country differences in building good governance structures for private and public institutions. Good governance for public institutions reveals dependence on macro-social, political, and economic arrangements such as democracy, decentralization, and inequality (Grindle, 2009; Jindra & Vaz, 2019; Mawere & Mwanaka, 2015; Zhenglai & Gua, 2011). Meanwhile, good governance in companies shows broad topics about the configuration and mechanisms of companies such as ownership, capital structure, stimulus culture, and innovation systems (Calderini, Garrone, & Sobrero, 2003; Chew and Gillan, 2009; Styre, 2015).

Based on Government Regulation (PP) Number 10[illegible] of 2020 concerning Education and Training of Civil Service Positions, it explains that good governance is a government that develops and applies the following principles;

2.1 Profes[illegible]nality

The term professional applies to all officers from the top level to that level. In the KBBI professionalism concerns matters of profession, professionalism, the ability to act professionally. Professionalism can be interpreted as a person's abilities and skills in doing work according to their respective fields and levels. Professionalism concerns the compatibility between the abilities possessed by the bureaucracy and the needs of the task, the compatibility between abilities and task requirements is a condition for the formation of a professional apparatus. The ability to act professionally (having the knowledge, abilities and special skills to carry out the work).

Agus Setiono (2004:35) says that for the professionalism of the apparatus, there are at least two values that must be developed, namely:

1. Duties and roles must always aim to serve the public interest.
2. Professionalism of the State Civil Apparatus (ASN) must be based on rational education and specialization.

The characteristics of professionalism include :

1. The desire to always display behavior that can be used as a good reference.
2. Strive to improve and maintain professional behavior through the embodiment of professional behavior. This manifestation is carried out in various ways, for example from the way of appearance, the way of speaking, the use of language, the body's posture, and the attitude of daily life.
3. The desire to always pursue various professional development opportunities that can improve and improve the quality of their knowledge and skills.

2.2 Accountability

It can be interpreted that there is an element of [illegible]arity of functions within the organization and how to account for it. Accountability is a term inherent in the study of governance (Governance). Accountability has several meanings whose terminology is often associated with several concepts such as answerability, responsibility, liability and other terminology related to the expectations of the mandate giver and the executor of the mandate (Wibisono, 2018: 6).

Mardiasmo (2016: 46) explains that accountability is an obligation to report and be responsible for the success or failure of implementing the organization's mission in achieving predetermined results, through the media or accountability reports that are carried out regularly.

2.3 Transparency

It can be interpreted that there is an element of disclosure (d[illegible]closure) and the provision of adequate and easily accessible information by stakeholders. Transparency is something that has no hidden meaning in it, accompanied by the availability of complete information needed for collaboration, cooperation, and is free, clear and open.

The term transparency in government is a situation where all people involved in the interests of public services can know the process and results of government decisions and policies (Surya Dharma, 2010). Transparency n[illegible]st be clear and without the slightest manipulation by the government. The government must provide information that is true and can be trusted by the public or the community.

2.4 Excellent Service

Can be interpreted as quality, fast, easy, affordable and measurable services provided by service providers to recipients. Excellent service is doing the best possible service to customers, so that customers feel satisfied. Or the definition of excellent service, namely doing the best possible service to customers or consumers so as to create a sense of satisfaction. In general, the purpose of excellent service is to provide services so that they can meet and satisfy customers so that the company gets maximum profit.

Another definition states that service is a form of service activity carried out by government agencies both at the center, in the regions, BUMN, and BUMD in the form of goods and services in the context of meeting community needs in accordance with applicable laws and regulations (Kepmenpan No. 81 of 1993).

According to Daviddow and Uttal (1989) services are activities or benefits offered by organizations or individuals to consumers (customers) that are intangible and cannot be owned. According to Priansa in Nusjirwan (2020) "Implementation of communication activities to customers within the company is carried out formally, however, currently there are also companies that practice their communication activities to consumers in an informed manner so that they can explore in-depth information from customers". Regarding the background, this research considers the customer value as an important element for an industry, both in service and manufacture. Moreover, the maximum customer value can be made only if positive influence of marketing and individual environment association does exist (Kusumadewi, 2019). The quality of products that are in great demand by consumers can be seen from several factors including packaging, price, quality, and benefits obtained by consumers (Romdonny, 2019). In services, the so-called consumers (customers) are people who benefit from activities carried out by organizations or officers from public service organizations (Lukman & Sugiyanto, 2001; 4).

2.5 Democracy

Democracy can be interpreted as having 3 elements, namely participation, knowledgment of differences of opinion and the realization of the public interest. Etymologically, the word democracy comes from the Greek words"Demos"and"Kratos". Demos Means people/audience, andKratosmeans government. So that the definition of democracy is a government that is carried out by the people, for the people, and by the people.

From the explanation of the meaning of democracy, it can be concluded that the people have the highest power in terms of making decisions that have an impact on people's lives as a whole. The democratic government system provides full opportunities for its citizens to participate actively in the process of formulating, developing and enacting laws, government regulations, either through representatives or directly. Democracy Based on Ideology is divided into three parts, namely:

1. Liberal Democracy, namely the ideology of democracy based on individual freedom. In practice, the state has limited power and must provide protection for individual rights in the lives of its citizens.
2. Socialdemocracy is a democratic ideology based on the communalism of the people of a country. In practice, the state becomes the owner of the dominant power that represents the people. The public interest takes precedence over individual rights which aim to reduce social inequality in society.
3. Pancasila democracy, which is a democratic ideology based on the values ofPancasila. Indonesia uses Pancasila democracy, as stated in the 4th principle of Pancasila.

2.6 Efficiency

Efficiency can be interpreted as doing something with the best ratio between results and resources. Efficiency can also be interpreted as a measure of the level of success of an activity that is evaluated based on the costs / resources used to achieve the desired results. In this case, fewer resources are used to achieve the expected results. So the process can be called more efficient. An activity can be said to be efficient because the process improves. For example, faster or cheaper. Efficiency can be interpreted as the accuracy of the way in doing something. And the ability to carry out tasks properly and precisely without wasting money, time and energy.

2.7 Effectiveness

Effectiveness can be interpreted as doing something right and achieving the desired target.

2.8 The Rule of Law

It can be interpreted that law enforcement must be fair and firm indiscriminately.

2.9 Acceptable by the whole Society

It can be interpreted that good governance is able to bridge different interests and is oriented towards the best.

Masruroh (2015) states that there are several stages of interest, namely:

a. Clear information before choosing
b. Careful consideration before choosing
c. Decision to choose

These principles can be seen in the chart as follows:

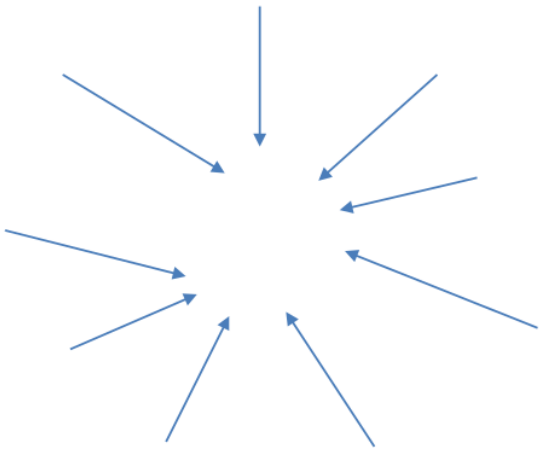

Figure 1. *Chart of Principle*

Furthermore, some *Best Practices of Good Governance* are as follows:

1. World Bank:

Good Governance is an implementation of solid and responsible development management that is in line with the principles of democracy and an efficient market, avoiding misallocation of investment funds and avoiding corruption both politically and

administratively, carrying out budgetary discipline and creating legal and *political frameworks* for the growth of business activities. In addition, the World Bank also synonyms *Good Governance* as a synergistic and constructive relationship between the state, sector and society.

2. United Nation Development Program:

   Good Governance is a synergistic and constructive relationship between the state, private sector and society in the principles; participation, rule of law, transparency, responsiveness, consensus building, equality, effectiveness and efficiency, responsibility and strategic vision.

III. Research Methods

"Research methodology" comes from the word "Method" which means the right way to do something; and "Logos" which means knowledge or knowledge. So, methodology means a way of doing something by using the mind carefully to achieve a goal. While "Research" is an activity to search, record, formulate and analyze to compile the report.

The research method used in this research is normative juridical research. The data source used is secondary data. The data obtained were analyzed using qualitative methods by describing and providing interpretations of the data obtained based on legal norms, theories and applicable doctrines related to the subject matter.

This study uses descriptive techniques, data analysis is presented in the form of exposure or description of the findings in the field in the form of data and information from interviews and documentation. After all the necessary data have been obtained, then the data is processed qualitatively. Furthermore, the data is collected and then classified in the form of tables and accompanied by explanations, then the explanations from this discussion are formulated into a conclusion.

IV. Discussion

Process of Values, Risk and Mitigation with Good Public Governance (GPG) Principles

4.1 The process of Good Public Governance Values in the Programs and Activities of the Ministry of Industry are as follows:

a. Professionalism

Ability to act professionally (have special knowledge, abilities and skills to carry out their work. Activities that have been carried out are as follows:

a) The existence of cooperation with PT Siemens Internasional in the development of indi 4.0 with global competitiveness, technical and functional training for apparatus in the administrative and technical fields
b) Changes in the Education and Training Center (echelon II) to the Human Resources Development Agency (echelon I), training and development the training is directed at not only technical but also managerial training for echelon II, while managerial training for echelon I is carried out at the State Administration Agency (LAN).

b. Accountability

There is an element of clarity of function within the organization and how to account for it. Activities related to this include:

a) Financial Reports of the Ministry of Finance The Ministry of Industry since 2015 - 2020 has received the WTP predicate, meaning that it is already accountable.
b) BPK conducted performance audits in 2019 and 2020, thus the performance of the apparatus must be in synergy with the performance of the organization.

c. Transparency

The existence of disclosure (disclosure) and the provision of adequate and easily accessible information by stakeholders.

a) The use of the National Industrial Information System (SIINAS) at the Ministry of Industry's Center for Data and Information makes it easier to obtain industrial permits that can be accessed by all parties.
b) Openness of the CPNS recruitment process, ease of information about recruitment to the public, and openness to supervision.
c) The public can access information via email: humas@kemenperin.go.id website: http://kemenperin.go.id/information-publik.

d. Excellent

Service Quality, fast, easy, affordable and measurable services provided by service providers to recipients. This can be done on the type of service in the licensing SOP based on: Regulation of the Minister of Industry Number 122/M - IND/PER/12/2014 dated December 15, 2014.

e. Alcoholic Beverage Industry

Licensing Process 5 (five) working days since the application file is received completely and correct. The application for a recommendation to move locations must attach:

1. written approval from the district/city office at the old location, which is accompanied by an Inspection Report (BAP);
2. written approval from the district/city office in the new location;
3. copy IUI and show the original IUI;
4. Number of Entrepreneurs of Excisable Goods (NPPBKC);
5. a copy of the deed of ownership of the company in the form of: Limited Liability Company, which is legalized/approved by the Minister of Law and Human Rights; or a Partnership Company (CV, Firm) or individual, registered with the local district court;
6. production realization data for the last 2 (two) consecutive years using Form II as contained in Attachment I to the Regulation of the Director General; and
7. a statement that the process has been implemented: fermentation for A and B group Alcoholic Drinks factory, and/or fermentation and distillation for C class Alcoholic Beverages factory using Form-III as contained in Attachment I to Regulation of the Director General

(1) **Precious of Paper Industry**
Licensing Process 5 (five) working days since the application file is received completely and correctly.
(2) Cigarette Industry (Kretek Cigarette Industry, White Cigarette Industry, Other Cigarette Industry Licensing Process 5 (five) working days from receipt of complete and correct application documents.
(3) Weapons and ammunition industry (same).
(4) Industries that process and produce toxic and hazardous materials (B3) and strategic high-tech industry (same)
(5) Money printing and special printing industry (same)
(6) Special ink industry (same)
(7) Lead smelting industry (same)

f. Democracy

There are 3 elements, namely participation, recognition of differences of opinion and realization of interests Public

1. Consultation related to the application of mandatory SNI between ground coffee, cocoa powder, Mineral Water, Other Tobacco Products Industry / Electronic Cigarettes, etc.
2. Cooperation with Ministries/Agencies and other Institutions in order to help achieve performance, among others with PT Siemens in industry 4.0 , Surveyors in conducting performance audits of alcoholic beverages, Research institutes in preparing investment profiles for leading commodities etc.
3. Careful Community support in providing input related to service satisfaction of the Ministry of Industry through the Ministry of Industry's website.

g. Efficiency

Doing something with the best ratio between results and resources.

1. Introducing SIINas which provides convenience in industrial licensing services.
2. Provide industry 4.0 transformation training for managers in the food and beverage industry as well as provide assistance and assessments to factories with the aim of making production more efficient.

h. Effectiveness

Can be interpreted as doing something right and achieving the desired target.

1. Contribution of GDP Non-oil and gas processing industry T= 17.8 % R = 17.89 % (100.5%)
2. Export value of non-oil and gas processing industry T = 125.85 M US$ R = 131.13 B US$ = 104.2 %
3. Recruitment can get the most appropriate person for a job, and can achieve predetermined goals.

i. The Rule of Law

Law enforcement must be fair and firm without discrimination.

1. Settlement of cases related to SNI supervision The requirement for entrepreneurs to meet Indonesian national standards is strictly regulated in Law No. 7/2014 Article 57.
2. Companies that do not apply Amdal will be coordinated with the Ministry of Environment and Forestry to bring it into order.
3. There is no discrimination in the recruitment of CPNS of the Ministry of Industry and the consistency of placement of applicants according to the position formation.

j. Acceptable by the whole Community

Good governance is able to bridge different interests and is oriented towards the best for the welfare of society.

4.2 Risk Analysis and Mitigation Using Good Public Governance Principles

Table 1. Analysis of Risk Opportunities and Impacts

No	KTD	Score Opportunity	Score Impact	Weight Risk Risk	Criteria
A	**Apparatus Resources**				
1	Not Optimal Position Analysis and Workload Analysis in the placement and distribution of civil servants.	4	4	16	Often

2	No Functional Position of Industrial Standard Supervisor	5	5	25	Very often
B	**Application of Regulation**				
3	Small and Medium Industries have not been able to apply Mandatory SNI because they are still constrained by the cost of product testing.	4	5	20	Frequently
4	The 35% import substitution program in 2022 could lead to a shortage of industrial raw materials.	3	5	15	Sometimes

Table 2. Heat Map (Opportunity and Impact)

		Opportunity				
	Scale	1 Very rarely	2 Rarely	3 Sometimes	4 Often	5 Very often
Impact	5 Very severe	5	10	15	20	25
	4 Severe	4	8	12	16	20
	3 Moderate	3	6	9	12	15
	2 Mild	2	4	6	8	10
	1 Very mild	1	2	3	4	5

Based on the data on opportunities, impacts, and risk weights, further mitigation efforts have been made to reduce risks, as follows:

a. Apparatus Resources

1. Development of Apparatus Resources

Table 3. Analysis of Unwelcome Events (KTD)

Unwanted Events (KTD) Not Optimal Position Analysis and Workload Analysis in the placement of State Civil Apparatus (ASN).		Score	Status
Cause Limited position Analyst			
Opportunity Analyst Officer Position	**Impact** Functional positions analyzed	16	Frequent

in the echelon I unit is only 1 person from the supposed 4 people (Score = 4)	in the echelon I unit are only 2 positions from the supposed 12 positions. (Score = 4)		
Mitigation of Opportunities with good public governance principles of professionalism as follows: Conducting job analysis and analysis of workload analysis for staffing and functional officials related to the scope of echelon I units (Score = 2)	**Mitigation of Impacts** with GPG principles of professionalism as follows: analysis and workload as needed. Formation in echelon I Union will be completed by the end of 2021 (Score = 2)	4	Very rare

2. Functional Position of Industrial Standard Supervisor

Unwanted Events (KTD) There is no Functional Position of Industrial Standard Supervisor.		Score	Status
Cause The Ministerial Regulation on the Functional Position of the Industrial Supervisor has not yet been drafted.			
Opportunities for Industrial Standards Supervisory Officers (PPSI) are still concurrently serving as certain structural and functional officials. (Score = 5)	**The impact** ▪ SNI supervision is not achieved according to the standard. ▪ Company problems related to industry standards are not optimally resolved. (Score = 5)	25	Very Often
Opportunity Mitigation (Accountability) In order to obtain accountable SNI supervision and control, the following steps are taken: ▪ Preparation of regulation on Industrial Standard Functional Positions ▪ Recruitment of Industrial Standard Functional Officers. (Score = 2)	**Impact Mitigation** (Prime Service) Monitoring activities can be carried out quickly, precisely and accurately, so that the following things w[13]e obtained: ▪ SNI supervision can be carried out according to the target. ▪ The company's problems related to industrial standards are resolved (score 3)	6	Rarely

3. Application of Regulations

For Implementing Mandatory SNI on IKM

Unwanted Events (KTD) IKM has not been able to apply Mandatory SNI.	Score	Status
Cause		

Constrained by the cost of product testing in the laboratory			
Opportunity Almost 80% of SMEs feel the cost of product testing in the laboratory is heavy, so they have not yet been certified with mandatory SNI. (Score = 4)	**Impact** ▪ Not guaranteed product quality, efficiency and competitiveness. ▪ There is no guarantee of protection to consumers from aspects of safety, security, health, or the preservation of environmental functions. (Score = 5)	20	Very Often
Opportunity Mitigation (Transparency) Conveys information about the government budget in the form of subsidy to SMIs in administering product testing. The government has budgeted a 50% subsidy for the cost of administering product tests in the laboratory for IKM. (Score=2)	**Impact Mitigation** (Transparency) IKM registers products for testing in the laboratory, thus most SMEs can have a mandatory SNI certificate so that their products are of high quality and guaranteed protection for consumers and the environment. (Score=3)	6	Rare

a. The 35% import substitution program in 2022 can have an effect on the shortage of industrial raw materials.

Unwanted Events (KTD) The 35% import substitution program in 2022 could have an effect on the shortage of industrial raw materials.		**Score**	**Status**
Cause The existence of import control in order to meet the government's target of 35% which is not supported by the fulfillment of domestic raw materials.			
Opportunity Factory utility decreased from 80 % to 50 - 60 % % due to shortage of raw materials. (Score=4)	**Impact of** ▪ Operational ▪ Decrease in company profits ▪ off employees (Score=4)	16	Frequent
Mitigation of Opportunities (Excellent Service) The government takes the following steps: ▪ Import control of certain commodities is adjusted to the availability of	**Impact Mitigation** (Prime Service) The steps taken by the government are as follows: ▪ The fulfillment of industrial raw materials from imports and	6	Rarely

domestic raw materials in order to continue to meet demand in the industry. ▪ Coordination with stakeholders to gradually increase the development of raw material commodities in the upstream sector. (Score=2)	domestics is determined by the government in order to continue to meet industrial utilities. ▪ Product diversification to suit domestic and global market conditions. (Score=3)		

Risk Mitigation can be seen in the following table:

Table 4. Risk Mitigation Heatmap

		Opportunity				
	Scale	1 Very rarely	2 Rarely	3 Sometimes	4 Often	5 Very often
Impact	5 Very Severe	5	10	15	20	25
	4 Severe	4	8	12	16	20
	3 Moderate	3	6	9	12	15
	2 Mild	2	4	6	8	10
	1 Very Mild	1	2	3	4	5

(KTD) are described as follows:

1. Eventsunwanted (KTD)

The position analysis and workload analysis in the placement of State Civil Apparatus (ASN) are not yet optimal. The reason is that the job analysis officer is limited, the risk opportunity is that the job analyst officer in the echelon I unit is only 1 person from the supposed 4 score of 4 and the impact of functional positions that can be analyzed in the new echelon I unit is 2 positions from the supposed 12 position with a score of 4 so the total score before mitigation 16 frequent categories.

After mitigating risk by using *good public governance* , professional aspects of risk opportunities by conducting job analyst training and workload analysis for related personnel and functional officials within the scope of echelon I units, the risk opportunity decreases from a score of 4 to 2, at the same time the institutional unit staffing has obtained an official job analysis and workload analysis according to the target. Furthermore, mitigation of the impact on job analysis and workload is carried out with assignments with a certain time limit, the impact is that the arrangement of job formation needs and workloads in echelon I units is

according to the target, there will be a decrease in impact from a score of 4 to 2 thus the total risk (opportunities and impacts) are 4 rare categories.

2. Unwanted Events (KTD)

There is no Functional Position of Industrial Standard Supervisor. The reason is that the Ministerial Regulation on Industrial Supervisory Functional Positions has not been drafted. Risk opportunities The Industrial Standards Supervisory Officer (PPSI) is still concurrently serving as a certain structural and functional official. The impact is that the supervision of industrial standards is not achieved according to the target, thus the company's problems related to industrial standards are not optimally resolved.

After mitigation with *good public governance* aspects of accountability in order to obtain accountable SNI supervision and control, then the regulation of Industrial Standard Functional Positions and Industrial Standard Functional Officer Recruitment is prepared, the risk opportunity score decreases from 4 to 2. Furthermore, risk impact mitigation is carried out with good public governance aspects of excellent service as a result of industrial standard supervision activities carried out quickly, precisely and accurately, the impact of SNI supervision output can be carried out according to the target and company problems related to industrial standards are resolved, the impact score decreases from 5 to 3, with a total risk score (opportunities and impacts) to 6 in the rare category.

3. Unwanted Events (KTD)

Small and Medium Industries (IKM) have not been able to apply Mandatory SNI, the cause is constrained by the cost of product testing in the laboratory. The risk opportunity is that almost 80% of IKM scale companies are unable to pay the cost of product testing so they have not been certified with mandatory SNI. The impact is that product quality, efficiency and competitiveness are not guaranteed and consumer protection is not guaranteed from aspects of safety, security, health, and environmental function preservation. The cost of administering product testing in the laboratory for IKM, will provide an opportunity for IKM-scale companies to conduct mandatory Indonesian National Standard product testing.

As a result, the majority of SMEs can have a mandatory SNI certificate so that their products are of high quality and they are guaranteed to protect consumers and the environment, thereby decreasing the opportunity score from 4 to 2 and the impact decreasing from 5 to 3 with a total risk score of 6 rare categories.

4. Unwanted Events (KTD)

The 35% import substitution program in 2022 can affect the shortage of industrial raw materials. The reason is that there is import control in order to meet the government's target of 35% which is not fully supported by the fulfillment of domestic industrial raw materials. The opportunity for factory utility risk has the potential to decrease from 80% to 50-60% due to a shortage of raw materials, so the opportunity score is 4. The impact is that factory operations are below the installed engine capacity (idle capacity) decreasing company profits and there will be a decrease in employment, even layoffs. Employee relations score 4, thus the total risk score (opportunity and impact) is 16 frequent categories.

To reduce this risk, risk mitigation is carried out with *good public governance* aspects of excellent service as follows:

1. Mitigation of opportunities is carried out by controlling imports by providing excellent quality, fast, easy, affordable and measurable services for licensing importers. The availability of certain raw materials is still lacking in the country, while still prioritizing the absorption of domestic production of similar raw materials. Furthermore, coordinating with stakeholders to increase the development of raw material

commodities in the upstream sector gradually, thereby decreasing the probability score from 4 to 2 is very rare.

2. Mitigation of the impact of risk is carried out with the government's strategic policy while still providing ease of import of raw materials, stipulated by regulations that support investment. Thus, the private sector obtains certainty about the guarantee of raw materials in fulfilling industrial utilities.
3. The next step is product diversification in order to adapt to domestic and global market conditions and commodities that can be used as substitutes for raw materials in similar industries whose raw materials are obtained domestically, for example vegetable creamer products whose raw materials are palm oil which is already available domestically. Companies can utilize domestic raw materials more economically than importing raw materials.

Thus the final risk score decreased from a total of 16 frequent categories to 6 with rare categories.

V. Conclusion

5.1 Conclusion

1. That the implementation of good public governance can affect the organizational performance of the Ministry of Industry
2. . Professionalism of human resources technically and managerially affects the improvement of licensing and industrial supervision services which have an impact on industrial growth as well as contribute to national economic growth.

5.2 Suggestion

1. That the implementation of good public governance can affect the improvement of the organizational performance of the Ministry of Industry.
3. Professionalism of human resources technically and managerially affects the improvement of licensing and industrial supervision services which have an impact on economic growth.
4. Industry at the same time contributes to the growth of the national economy.
5. Position Analysis (Anjab) and Workload Analysis (ABK) are immediately carried out in the context of placing the State Civil Apparatus in accordance with their competence.

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