

Implementation of Good Governance Principles at the Bali Province Forestry Agency

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Abstract

Good governance is a fundamental principle for achieving government administration that is effective, efficient, transparent, accountable, and oriented toward public service. As the regional agency authorized to manage forest areas, the Bali Province Forestry Office bears the responsibility of applying these principles in the execution of its governmental duties. However, in practice, various issues persist—particularly regarding the discipline of State Civil Apparatus (ASN) personnel, low employee attendance rates, and the suboptimal implementation of good governance principles in public service delivery. This study aims to analyze the enforcement of discipline among State Civil Apparatus personnel at the Bali Province Forestry Office, as well as the mechanisms and impact of applying good governance principles on the agency's administration. The study employs a normative legal research method supported by empirical data, utilizing both statutory and conceptual approaches. The research findings indicate that the enforcement of ASN discipline adheres to Government Regulation Number 94 of 2021 concerning Civil Servant Discipline and Bali Governor Regulation Number 16 of 2025 regarding working days and hours. The implementation of good governance principles is manifested through service transparency, accountability in task execution, public participation, service effectiveness, and law enforcement in forest area management. The application of these principles has positively impacted the quality of public services, the professionalism of the apparatus, and the optimization of forest area protection in Bali Province.

Keywords: *Good Governance, State Civil Apparatus, Employee Discipline, Public Service, Forestry Agency.*

INTRODUCTION

As a state based on the rule of law—as affirmed in Article 1, Paragraph (3) of the 1945 Constitution of the Republic of Indonesia—Indonesia requires all government administrators to carry out their duties in accordance with the law, democratic principles, and general principles of good governance. In the evolution of modern government administration, the concept of good governance has become a key indicator of bureaucratic success in delivering quality public services. Good governance emphasizes not only adherence to the law but also prioritizes transparency, accountability, effectiveness, efficiency, responsiveness, public participation, and the rule of law as the foundation for the conduct of government.

The application of good governance principles is closely linked to the quality of public services. As implementers of public policy, State Civil Apparatus members are required to demonstrate professionalism, integrity, discipline, and responsibility in carrying out their duties. The level of staff discipline serves as a key indicator of a government agency's success in delivering

services to the public. Low levels of employee discipline directly impact the effectiveness of public services, public trust, and the achievement of the agency's organizational goals. This situation is evident at the Bali Provincial Forestry Agency, which continues to face challenges regarding employee discipline and the optimal implementation of good governance principles.

As a regional agency with authority over forest area management, natural resource conservation, and environmental protection, the Bali Provincial Forestry Agency plays a strategic role in supporting sustainable development. Fulfilling these functions requires good governance to ensure that policies are implemented effectively and remain accountable to the public. Therefore, the implementation of good governance principles has become an inseparable requirement for the execution of governmental duties in the forestry sector.

Practical observations indicate that some employees still lack discipline in fulfilling their official duties, including suboptimal attendance rates. This situation has the potential to compromise the quality of public services, slow down administrative processes, and diminish the effectiveness of oversight regarding forest area management. Therefore, it is necessary to implement effective supervision mechanisms, impose disciplinary sanctions in accordance with statutory regulations, and strengthen an organizational culture oriented toward public service and accountability.

Against this backdrop, this study examines two key issues: (1) the implementation of discipline among State Civil Apparatus personnel at the Bali Province Forestry Agency; and (2) the mechanisms and impact of applying good governance principles within the Bali Province Forestry Agency. This research is expected to contribute theoretically to the development of state administrative law and provide practical insights for improving the quality of governance and public service delivery at the Bali Province Forestry Agency.

RESEARCH METHODS

This study is a normative legal study supported by empirical research. The normative legal research was conducted by examining the legal norms governing the discipline of State Civil Apparatus and the application of good governance principles in government administration. An empirical approach was employed to complement the study by providing insight into the practical implementation of these legal norms within the Bali Province Forestry Agency. This study utilizes the research methodology described in the thesis.

The approaches employed include the statute approach and the conceptual approach. The statute approach involves examining various legal provisions governing the discipline of State Civil Apparatus, regional government, public services, and forestry management. The conceptual approach is used to analyze the concepts of the rule of law, governmental authority, and general principles of

good governance, as well as the theory of good governance as developed within the field of administrative law.

The legal materials utilized consist of primary, secondary, and tertiary legal sources. Primary legal sources include the 1945 Constitution of the Republic of Indonesia, Law Number 41 of 1999 concerning Forestry, Government Regulation Number 94 of 2021 concerning Civil Servant Discipline, as well as various regulations pertaining to regional governance and public services. Secondary legal sources are derived from scholarly books, law journals, research findings, and expert opinions. Tertiary legal sources comprise legal dictionaries, encyclopedias, and other relevant scholarly sources.

Legal materials were gathered through library research by cataloging all relevant laws and regulations, literature, and documents pertaining to the research subject. Subsequently, these materials were analyzed using a descriptive-analytical approach and methods of legal interpretation to formulate legal arguments capable of addressing the research problem.

RESULTS AND DISCUSSION

Implementation of Civil Servant Discipline at the Bali Province Forestry Agency

Civil servant discipline is a fundamental element in achieving professional, effective, and accountable governance. Discipline is not merely defined as adherence to working hours; it also encompasses compliance with all official duties and statutory regulations, moral integrity, and responsibility in providing services to the public. From the perspective of state administrative law, civil servant discipline represents an implementation of the principle of legality, which requires that every action taken by a government official be carried out based on authority granted by statutory regulations. Therefore, any disciplinary violation committed by a State Civil Apparatus (ASN) member constitutes a breach of legal obligations subject to administrative sanctions in accordance with applicable regulations.

The enforcement of ASN discipline at the Bali Province Forestry Agency is based on Government Regulation Number 94 of 2021 concerning Civil Servant Discipline and Bali Governor Regulation Number 16 of 2025 regarding Working Days and Working Hours for the Bali Provincial Government. Both regulations mandate that employees adhere to working hours, meet performance targets, maintain integrity, and provide professional public services. Research findings indicate that disciplinary oversight is carried out through a mechanism of direct supervision by immediate superiors. This supervision encompasses monitoring employee attendance, evaluating performance, providing disciplinary guidance, and imposing administrative sanctions on employees found to have committed violations. The system aims to foster a professional work culture and enhance the quality of public services within the Bali Province Forestry Agency.

The implementation of discipline is also an integral part of efforts to establish a bureaucracy

characterized by integrity. A disciplined workforce enhances organizational effectiveness, accelerates administrative service processes, strengthens public trust, and supports the achievement of sustainable development goals in the forestry sector. Conversely, low levels of employee discipline can hinder the effectiveness of public services. Poor attendance, delays in completing tasks, and weak internal oversight have the potential to diminish the quality of government governance. Therefore, strengthening the culture of discipline must be pursued through continuous guidance, consistent enforcement of sanctions, and the rewarding of high-performing employees.

Mechanism for Implementing Good Governance Principles at the Bali Provincial Forestry Agency

The concept of good governance is a paradigm of governance that positions the government, civil society, and the private sector as the three main pillars in achieving effective, democratic, transparent, and accountable governance. From the perspective of state administrative law, the implementation of good governance aims not only to enhance the quality of public services but also serves as an instrument to ensure a clean government free from the abuse of authority. The United Nations Development Programme (UNDP) defines good governance as the process of exercising state power in the political, economic, and administrative spheres—conducted responsibly and involving public participation in every decision-making process. Therefore, the implementation of good governance at the Bali Province Forestry Agency is not merely oriented towards compliance with laws and regulations but is also directed at improving the quality of public services, protecting forest areas, and strengthening public trust in government institutions.

The research findings indicate that the mechanism for implementing good governance principles at the Bali Province Forestry Agency is carried out through the application of the principles of transparency, accountability, public participation, the rule of law, effectiveness, and efficiency in the execution of government duties.

1. Transparency

The principle of transparency is a key tenet of good governance. Transparency guarantees the public access to accurate, truthful, and non-discriminatory information regarding the conduct of government affairs, in accordance with statutory regulations. Within the Bali Provincial Forestry Agency, transparency is realized by making information regarding public services, administrative processes, forestry permits, forest area management, and various policies accessible to the public. This transparency aims to boost public trust while preventing irregularities in government operations. Beyond serving as a form of public information disclosure, transparency also acts as a mechanism for social oversight, enabling the public to

monitor the performance of government officials. The greater the openness of government-provided information, the lower the likelihood of corruption, collusion, and nepotism occurring in public services.

2. Accountability

Accountability is the obligation of every government administrator to account for every policy, action, and use of the budget to the public, in accordance with applicable legal provisions. At the Bali Province Forestry Agency, accountability is realized through the preparation of government agency performance reports, the evaluation of work program achievements, and internal oversight by leadership regarding the execution of duties by each employee. This system aims to ensure that all activities are carried out effectively, efficiently, and in alignment with organizational targets. Accountability is also reflected in the implementation of a results-oriented performance assessment system for State Civil Apparatus (ASN) personnel. Employees demonstrating good performance receive rewards in accordance with applicable regulations, while those committing disciplinary violations are subject to administrative sanctions based on Government Regulation Number 94 of 2021 concerning Civil Servant Discipline.

3. Participation

Public participation is a crucial element in achieving democratic governance. Through participation, the public ceases to be merely the object of policy and becomes an active agent in shaping the direction of development. In managing forestry affairs, the Bali Provincial Forestry Agency engages the public in a range of activities—from forest conservation, land rehabilitation, and forest area protection to environmental outreach and the reporting of suspected forestry violations. Such participation strengthens the function of public oversight while fostering legal awareness regarding the importance of forest preservation. Community involvement also embodies democratic principles by providing citizens with the opportunity to oversee government operations, thereby ensuring that every policy adopted enjoys strong social legitimacy.

4. Rule of Law

The principle of the rule of law requires that all government actions be carried out in accordance with the law and provide equal legal protection to every citizen. In carrying out its duties, the Bali Provincial Forestry Agency collaborates with law enforcement authorities to monitor forest areas and take action against various forestry violations, including illegal logging and the destruction of forest areas. Such law enforcement is part of implementing good governance principles aimed at preserving natural resources and providing legal certainty to the public. Consistent law enforcement is a crucial factor in bolstering the government's authority.

When the law is applied fairly and without discrimination, legal certainty is established, ultimately enhancing public trust in government institutions.

5. Effectiveness and Efficiency

The principles of effectiveness and efficiency require that every aspect of government administration yields the greatest possible benefit through the optimal use of resources. Research indicates that the Bali Provincial Forestry Agency has implemented a digital-based service system, incorporating information technology into administrative and licensing processes. The use of this electronic system accelerates service delivery, enhances administrative accuracy, and reduces the risk of maladministration. Service digitalization also fosters transparency, as the public can monitor service processes more openly. Furthermore, the adoption of information technology represents a form of bureaucratic reform that supports the realization of a modern, professional government that is responsive to the needs of the community.

Overall, the research findings indicate that the application of good governance principles at the Bali Province Forestry Agency has proceeded in accordance with the prevailing normative framework. Nevertheless, further strengthening of internal oversight, enhancement of staff discipline, optimization of information technology-based services, and capacity building for human resources are still required to ensure that the implementation of good governance is more optimal and sustainable.

A Juridical Analysis of the Impact of Implementing Good Governance Principles at the Bali Province Forestry Agency

The application of good governance principles within the Bali Provincial Forestry Agency is not merely an administrative obligation but also an implementation of the rule-of-law principle, as affirmed in Article 1, Paragraph (3) of the 1945 Constitution of the Republic of Indonesia. Under the rule of law, every government action must be grounded in authority conferred by legislation (*rechtmatigheid van bestuur*), ensuring that all policies adopted possess clear legal legitimacy. According to Philipus M. Hadjon, every exercise of governmental authority must satisfy the elements of legality, legal certainty, and the protection of the public's rights. Therefore, the execution of duties by the Bali Province Forestry Agency must not merely focus on achieving organizational targets; it must also ensure adherence to the general principles of good governance (AUPB)—specifically the principles of legal certainty, due care, transparency, professionalism, and quality service.

Research findings indicate that good governance has been implemented within the Bali Province Forestry Agency through mechanisms such as service transparency, internal oversight, performance accountability, public participation, and law enforcement regarding forestry violations. This implementation demonstrates that the agency's administration is moving toward the realization

of a professional bureaucracy, as mandated by the national bureaucratic reform framework.

1. Analysis Based on the Rule of Law Theory

The theory of the rule of law establishes law as the foundation for all governmental actions. This concept requires every state administrative official to act based on authority granted by legislation, thereby preventing arbitrary actions (abuse of power). Within the context of the Bali Province Forestry Agency, the enforcement of discipline among State Civil Apparatus (ASN) personnel—based on Government Regulation Number 94 of 2021—constitutes an application of the principle of legality. Every employee is obligated to adhere to working hours, perform duties in accordance with service standards, maintain integrity, and comply with all official regulations. Conversely, any disciplinary violation incurs administrative sanctions based on established procedures, thereby reflecting legal certainty in the administration of government. Thus, the enforcement of ASN discipline at the Bali Province Forestry Agency serves as a manifestation of the rule-of-law principle, ensuring a balance between the rights and obligations of state officials.

2. Analysis Based on the Theory of Authority

According to the theory of authority, every action taken by a state administrative official must be grounded in an attribution, delegation, or mandate conferred by legislation. In the absence of legitimate authority, any action taken by a government official risks constituting an abuse of power (**détournement de pouvoir**). This study found that the execution of duties within the Bali Province Forestry Agency has been carried out in accordance with the prevailing organizational structure and division of authority. The Head of the Agency, the secretariat, technical divisions, and Technical Implementation Units possess distinct yet interconnected authorities regarding the administration of forestry affairs. This division of authority establishes clear responsibilities for each official, thereby facilitating the processes of oversight and organizational performance evaluation. Furthermore, the clear exercise of authority fosters public accountability, as every administrative decision can be justified both legally and administratively.

3. Analysis Based on General Principles of Good Government (AUPB)

The General Principles of Good Governance serve as both ethical and legal guidelines for the conduct of government. The application of the General Principles of Good Governance (AUPB) aims to prevent arbitrary government actions while simultaneously providing legal protection to the public. Research indicates that the application of AUPB within the Bali Province Forestry Agency has been implemented through:

- a. Principle of Legal Certainty: all services are carried out in accordance with prevailing laws and regulations.
- b. Principle of Diligence: every administrative decision is made through a verification process regarding the data and documents submitted by the public.
- c. Principle of Openness: the public has access to information regarding forestry services and policies.
- d. Principle of Professionalism: every employee is required to perform their duties in accordance with their competence and service standards.
- e. Principle of Accountability: the implementation of all programs is accounted for through government agency performance reports.

The implementation of these five principles demonstrates that the principles of good governance have been integrated into the administration of government affairs at the Bali Province Forestry Agency.

4. The Impact of Implementing Good Governance

Based on research findings, the application of good governance principles has yielded several positive effects on the administration of the Bali Province Forestry Agency:

- 1) First, improved discipline among State Civil Apparatus. Hierarchical supervision has led to higher levels of employee compliance regarding working hours and the execution of duties.
- 2) Second, enhanced quality of public services. The implementation of more transparent, information technology-based service systems has accelerated administrative processes, resulting in more effective and efficient service delivery.
- 3) Third, increased accountability in government administration. All activities and budget utilization can be accounted for through performance evaluation and reporting mechanisms, thereby boosting public trust in the government agency.
- 4) Fourth, improved protection of forest areas. Implementing the rule of law—through field supervision and collaboration with law enforcement agencies—has positively impacted efforts to prevent illegal logging, encroachment on forest areas, and other forestry-related violations.

Nevertheless, this study also identifies several obstacles to the implementation of good governance, including suboptimal discipline among some State Civil Apparatus members, limited human resources, the need to enhance personnel competence, and the need to optimize the use of information technology in public service delivery. Addressing these challenges requires organizational commitment to continuous guidance, consistent oversight, and the

strengthening of a work culture oriented towards public service.

CONCLUSION

Based on the research findings and discussion regarding the application of good governance principles at the Bali Province Forestry Agency, the following conclusions can be drawn:

1. First, the enforcement of discipline among State Civil Apparatus (ASN) personnel at the Bali Province Forestry Agency has been carried out in accordance with Government Regulation Number 94 of 2021 concerning Civil Servant Discipline and Bali Governor Regulation Number 16 of 2025 concerning Working Days and Hours for the Bali Provincial Government. These provisions are implemented through direct supervisory oversight, employee performance evaluations, disciplinary guidance, and the imposition of administrative sanctions for disciplinary violations. This disciplinary enforcement represents an application of the principle of legality in state administrative law and serves as an instrument to enhance both the professionalism of the apparatus and the quality of public services.
2. Second, the mechanism for applying good governance principles at the Bali Province Forestry Agency is realized through the implementation of transparency, accountability, public participation, the rule of law, effectiveness, and efficiency in the execution of all governmental duties. Implementing these principles has positively impacted the quality of public services, ASN discipline, the accountability of government operations, public trust, and the optimization of forest area management and protection in Bali Province.

Nevertheless, this research also indicates that the implementation of good governance still faces several challenges, including suboptimal discipline among some ASN personnel, the need to improve human resource quality, the necessity of strengthening internal oversight systems, and the need to optimize the use of information technology in public services. Therefore, strengthening an organizational culture oriented toward integrity, professionalism, and public service is a crucial factor in achieving improved governance.

Suggestion

Based on the research findings, the author offers the following recommendations:

1. The Bali Provincial Government—specifically the Bali Provincial Forestry Agency—should continue to enhance the guidance and supervision of State Civil Apparatus discipline by implementing an objective performance evaluation system, providing rewards for high-performing employees, and consistently applying sanctions for disciplinary violations in accordance with statutory regulations.
2. The application of good governance principles needs to be strengthened by increasing public

service transparency, developing digital-based service systems, optimizing internal oversight, and boosting public participation in monitoring forest area management, thereby achieving governance that is more effective, efficient, accountable, and responsive.

3. Human resource capacity building must be carried out continuously through education and training on administrative law, government ethics, public service, and the use of information technology, ensuring that the State Civil Apparatus is capable of delivering professional services in line with good governance principles.
4. For future researchers, this study can serve as a preliminary reference for developing further research on the implementation of good governance within other regional government agencies, particularly from the perspectives of administrative law, bureaucratic reform, and public service.

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