REGIONAL GOVERNANCE BASED ON PUBLIC VALUE: STUDY IN EAST OGAN KOMERING ULU REGENCY GOVERNMENT, INDONESIA

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ABSTRACT

Background: In East Ogan Komering Ulu Regency, the concept of Public Value seems to have been considered even though it is not yet optimal, due to low transparency and accountability, and basic infrastructure that has not been fully fulfilled. To overcome this challenge, cooperation between government, society and the private sector is needed to improve infrastructure, increase participation and develop human resources, so that public services can be more in line with the principles of Public Value.

Theoretical Foundation: Public value is reflected in society's evaluation of organizations, services, and programs, based on strategic principles such as Mark Moore's Strategy Trilogy. The public management and policy perspective emphasizes the effectiveness and efficiency of public services. Public sector managers must maintain a balance between service, benefits and trust to create optimal public value. Political, procedural and balance dimensions with the external environment are also important in shaping public values. The concept of public value includes strategic, political and operational aspects, takes into account the needs and aspirations of society and requires a deep understanding of the relationship between inputs, production processes, outputs, clients and desired social outcomes.

Method: This research uses a qualitative phenomenological approach to understand the public's experience of public value-based governance in the East Ogan Komering Ulu Regency Government. Data was obtained through interviews, observation and documentation, with analysis using the Miles and Huberman method.

Research Results: Even though East Ogan Komering Ulu Regency has adopted the Public Value concept in its governance, research highlights limitations that hinder its optimal implementation. Community participation is recognized as key to relevant policies, but the main challenge is a lack of transparency and accountability. Increasing public participation, transparency, accountability and governance is essential in realizing Public Value effectively. Further steps are needed to ensure policies reflect community needs and improve the quality of public services, supporting community progress and prosperity.

Research Implications: Research findings provide valuable insights for refining the Public Value theory proposed by (O'Flynn, 2007). It was found that the dimensions of legitimacy and support, operational capability, and substantial value alone were not enough to create Public Value in the research location. Therefore, there needs to be dimensions of participation, transparency and accountability to create Public Value.

Research Originality: Public Value creation does not only depend on dimensions such as legitimacy, support, operational capabilities, and substantial value. Additional factors are also needed such as participation, transparency and accountability so that the creation of Public Value can be optimal.

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Regional Governance Based on Public Value: Study in East Ogan Komering Ulu Regency Government, Indonesia

Keywords: New Public Service, Participation, Dan Public interest.

GOVERNANÇA REGIONAL BASEADA NO VALOR PÚBLICO: ESTUDO NO GOVERNO DA REGÊNCIA DE EAST OGAN KOMERING ULU, INDONÉSIA

RESUMO

Antecedentes: Na Regência de East Ogan Komering Ulu, o conceito de Valor Público parece ter sido considerado, embora ainda não seja o ideal, devido à baixa transparência e responsabilização, e à infraestrutura básica que não foi totalmente cumprida. Para superar este desafio, é necessária a cooperação entre o governo, a sociedade e o setor privado para melhorar as infra-estruturas, aumentar a participação e desenvolver os recursos humanos, para que os serviços públicos possam estar mais alinhados com os princípios do Valor Público.

Fundamento Teórico: O valor público se reflete na avaliação das organizações, serviços e programas pela sociedade, com base em princípios estratégicos como a Trilogia Estratégica de Mark Moore. A perspectiva da gestão pública e da política enfatiza a eficácia e a eficiência dos serviços públicos. Os gestores do setor público devem manter um equilíbrio entre serviços, benefícios e confiança para criar valor público ideal. As dimensões política, processual e de equilíbrio com o ambiente externo também são importantes na formação dos valores públicos. O conceito de valor público inclui aspectos estratégicos, políticos e operacionais, leva em conta as necessidades e aspirações da sociedade e requer uma compreensão profunda da relação entre insumos, processos de produção, produtos, clientes e resultados sociais desejados.

Método: Esta pesquisa utiliza uma abordagem fenomenológica qualitativa para compreender a experiência do público de governança baseada em valores públicos no governo da regência de East Ogan Komering Ulu. Os dados foram obtidos por meio de entrevistas, observação e documentação, com análise pelo método de Miles e Huberman.

Resultados da investigação: Embora a Regência de East Ogan Komering Ulu tenha adoptado o conceito de Valor Público na sua governação, a investigação destaca limitações que dificultam a sua implementação ótima. A participação comunitária é reconhecida como fundamental para políticas relevantes, mas o principal desafio é a falta de transparência e responsabilização. Aumentar a participação pública, a transparência, a responsabilização e a governação é essencial para a concretização eficaz do Valor Público. São necessárias novas medidas para garantir que as políticas reflitam as necessidades da comunidade e melhorem a qualidade dos serviços públicos, apoiando o progresso e a prosperidade da comunidade.

Implicações da pesquisa: Os resultados da pesquisa fornecem informações valiosas para refinar a teoria do valor público proposta por (O'Flynn, 2007). Verificou-se que as dimensões de legitimidade e apoio, capacidade operacional e valor substancial por si só não foram suficientes para criar Valor Público no local da pesquisa. Portanto, é necessário que haja dimensões de participação, transparência e responsabilização para criar Valor Público.

Originalidade da Pesquisa: A criação de Valor Público não depende apenas de dimensões como legitimidade, apoio, capacidades operacionais e valor substancial. São também necessários factores adicionais, tais como participação, transparência e responsabilização, para que a criação de Valor Público possa ser óptima.

Palavras-chave: Novo Serviço Público, Participação e Interesse Público.

GOBERNANZA REGIONAL BASADA EN EL VALOR PÚBLICO: ESTUDIO EN EL GOBIERNO DE LA REGENCIA DE EAST OGAN KOMERING ULU, INDONESIA

RESUMEN

Antecedentes: En East Ogan Komering Ulu Regency, el concepto de valor público parece haber sido considerado aunque aún no es óptimo, debido a la baja transparencia y rendición de cuentas, y a la infraestructura básica que no se ha cumplido plenamente. Para superar este desafío, se necesita cooperación entre el gobierno, la sociedad y el sector privado para mejorar la infraestructura, aumentar la participación y desarrollar los recursos humanos, de modo que los servicios públicos puedan estar más alineados con los principios del Valor Público.

Fundamento teórico: El valor público se refleja en la evaluación que hace la sociedad de las organizaciones, servicios y programas, basándose en principios estratégicos como la Trilogía de estrategias de Mark Moore. La
perspectiva de la gestión y las políticas públicas enfatiza la eficacia y eficiencia de los servicios públicos. Los administradores del sector público deben mantener un equilibrio entre servicio, beneficios y confianza para crear un valor público óptimo. Las dimensiones políticas, procesales y de equilibrio con el entorno externo también son importantes para dar forma a los valores públicos. El concepto de valor público incluye aspectos estratégicos, políticos y operativos, tiene en cuenta las necesidades y aspiraciones de la sociedad y requiere una comprensión profunda de la relación entre insumos, procesos de producción, productos, clientes y resultados sociales deseados.

Método: Esta investigación utiliza un enfoque fenomenológico cualitativo para comprender la experiencia del público de la gobernanza basada en valores públicos en el gobierno de la Regencia de East Ogan Komering Ulu. Los datos se obtuvieron a través de entrevistas, observación y documentación, con análisis mediante el método de Miles y Huberman.

Resultados de la investigación: Aunque East Ogan Komering Ulu Regency ha adoptado el concepto de valor público en su gobernanza, la investigación destaca limitaciones que obstaculizan su implementación óptima. Se reconoce que la participación comunitaria es clave para las políticas pertinentes, pero el principal desafío es la falta de transparencia y rendición de cuentas. Aumentar la participación pública, la transparencia, la rendición de cuentas y la gobernanza es esencial para lograr el Valor Público de manera efectiva. Se necesitan medidas adicionales para garantizar que las políticas reflejen las necesidades de la comunidad y mejoren la calidad de los servicios públicos, apoyando el progreso y la prosperidad de la comunidad.

Implicaciones de la investigación: Los resultados de la investigación proporcionan información valiosa para refinar la teoría del valor público propuesta por (O'Flynn, 2007). Se descubrió que las dimensiones de legitimidad y apoyo, capacidad operativa y valor sustancial por sí solas no eran suficientes para crear valor público en el lugar de la investigación. Por lo tanto, es necesario que haya dimensiones de participación, transparencia y rendición de cuentas para crear valor público.

Originalidad de la investigación: pública La creación de valor no depende sólo de dimensiones como la legitimidad, el apoyo, las capacidades operativas y el valor sustancial. También se necesitan factores adicionales como la participación, la transparencia y la rendición de cuentas para que la creación de Valor Público pueda ser óptima.

Palabras clave: Nuevo Servicio Público, Participación, e Interés público.

1 INTRODUCTION

Bureaucratic reform in Indonesia is a systematic effort aimed at increasing efficiency, transparency, accountability and responsiveness of the government in providing services to the community. RI Presidential Regulation Number 81 of 2010 concerning the Grand Plan for Bureaucratic Reform 2010-2025 is the legal basis that underlines the Indonesian government’s commitment to overhauling the structure and culture of the bureaucracy to make it more responsive to public needs.

In this context, the main goal of bureaucratic reform is to improve the quality of public services, so that the public can experience real benefits from the government. The approach taken in this reform is based on the concept of good governance, where orientation to results is the main priority. In other words, bureaucratic performance is assessed based on effectiveness.
and efficiency in achieving development goals that have an impact on community welfare (Wahyuni & Yulistiyono, 2021).

In East Ogan Komering Ulu Regency, the concept of Public Value is an important basis for administering government. This concept emphasizes that the government must be able to create significant value for society through three main elements: legitimacy and support, operational capability, and substantial value. Thus, the government's success in providing public services is measured not only from an administrative or procedural perspective, but also from the substantial impact it produces on society as a whole (Herdiana et al., 2022).

Therefore, bureaucratic reform in East Ogan Komering Ulu Regency does not only focus on increasing the internal efficiency of the bureaucracy, but also on developing strategies to create greater public values. This approach allows local governments to be more responsive to the needs and aspirations of the community, as well as to strengthen their legitimacy as government administrators oriented towards community services and welfare (Abdullah, 2016; Zaenuri et al., 2021).

The impact of these reform measures is positively visible in increasing the effectiveness and efficiency of public services at the local level. However, despite the existence of Law no. 23 of 2014 concerning Regional Government Systems which regulates community participation in government governance, there are still a number of obstacles that hinder the implementation of the Public Value concept in East Ogan Komering Ulu Regency.

One of the main obstacles is the lack of active participation from the community in the government decision-making process. This can be caused by various factors, such as the low level of public awareness of the importance of participation in development, as well as a lack of adequate education and access to information (Bojang, 2021).

Apart from that, the lack of transparency and accountability in government administration is also a serious problem. Limited access to information about government policies and programs can reduce public trust in the government and hinder their participation in the development process.

Other obstacles include basic infrastructure problems that have not been fully met, such as limited access to education, health and transportation. These infrastructure limitations can hamper the effectiveness of public services and limit people's access to the resources needed to improve their welfare (Zaenuri et al., 2021).

Apart from that, the lack of human resource development at the local level is also a challenge in implementing the Public Value concept. Limited knowledge and skills of
government staff can hinder effectiveness in designing and implementing policies oriented to the public interest.

To overcome the challenges faced, joint efforts are needed from the government, society and the private sector. This collaboration is the key to increasing active community participation in the development process, increasing government transparency and accountability, improving basic infrastructure, and developing human resources. Through this collaboration, bureaucratic reform measures in East Ogan Komering Ulu Regency can become more effective in creating significant public values for the welfare of society as a whole.

One aspect that is the main focus is the development of basic infrastructure. However, there are a number of obstacles that need to be overcome, including budget limitations and geographic and topographic complexity. East Ogan Komering Ulu Regency has a large and diverse area, including remote and difficult to reach areas. Therefore, a careful strategy is needed in budget allocation and management of infrastructure projects to ensure that the needs of communities in all regions can be met properly.

Human resource development is also an important focus in efforts to increase the effectiveness of public services and development in East Ogan Komering Ulu Regency. However, there are obstacles in terms of access to public services as the implementation of quality Public Values, especially in remote areas. Therefore, concrete steps are needed to ensure that public services are available evenly throughout the district, as well as to improve the quality of public services in line with the concept of public value.

2 THEORETICAL FRAMEWORK

Public values represent the way in which society evaluates various aspects of organizations, services, and programs. This concept is woven from organizational strategic principles, such as the Strategy Trilogy introduced by (Astuti et al., 2021). (Arsid et al., 2019) suggest that public value arises when the services offered by the public sector meet the needs of the population, which implies that the greater the satisfaction of the community, the higher the public value produced. At its core, public value is a reflection of the evaluation of how interactions with public entities affect the basic needs of individuals, groups, and society as a whole.

The approach to public value also includes the strategic perspective of policy makers and public managers. (Berdej & Armitage, 2016), describes public values as a basis for assessing the effectiveness and efficiency of public services, while (Sumedang & Angkrek Situ
No, 2011), identifies eight indicators of success in implementing public values, including increased use of services, community satisfaction, availability information, service innovation, cost reduction, increased service results, and public trust in the government (Suryana, 2019).

Public sector managers are expected to be able to manage in a balanced manner three key aspects: service, benefits, and trust. All three are interrelated and must be considered together to produce optimal public value. Public services are not only concerned with providing quality services, but also with achieving desired social outcomes, as well as building trust between society and government (Murschetz et al., 2020).

(O’Flynn, 2007) highlights the importance of political and processual dimensions in the formation of public value, emphasizing legitimacy, support, operational capability, and substantial value. Moore (1995) also emphasized the importance of balance between organizations and the external environment to achieve optimal public value.

The concept of public value encompasses various dimensions, including strategic, political, and operational aspects, all of which consider the needs and aspirations of society as a whole. Public value creation requires a deep understanding of the relationships between inputs, production processes, outputs, clients, and desired social outcomes (O’Flynn, 2007).

According to (O’Flynn, 2007), the concept of "public value" is a multidimensional structure that reflects collective expression. This is not only reflected through visible results, but also through processes that can build trust and equality among stakeholders. There are three main symbols of the public value approach that need to be considered: First, legitimacy and support involve sustainable political legitimacy, supported by support from the environment that provides authority to political stakeholders (Chasanah et al., 2017). This includes the existence of a clear legal umbrella and support from the government as a policy maker and holder of political power. Second, operational capability refers to the program's ability to be carried out effectively with adequate organizational support. This involves the existence of institutions capable of managing the program so that it can produce the desired public value. Third, substantial value indicates an effort to create something that has significant value. The role of public administration in society is not only limited to providing services and social security, but also includes efforts to create potential public value and be a proactive shaper in various fields, including political, social, economic, and cultural (Brown et al., nd).

Based on the three main symbols of public value above, the concept of public value is a marker of how society assesses various aspects of organizations, services, and programs. This conceptual framework originates from the strategic principles of the organization. (Ryan, 2014) explains that public value arises when the services provided by the public sector are able to...
meet the needs of the population. This shows that the higher the public satisfaction, the greater the public value generated. Basically, public value reflects an evaluation of how interactions with public entities affect the basic needs of individuals, groups and society as a whole (Astuti et al., 2021).

In addition, the approach to public value involves the strategic perspective of policy makers and public managers. explains that public values serve as a basis for evaluating the effectiveness and efficiency of public services. Meanwhile, (Carvalho et al., 2023) identified eight indicators of success in implementing public values, including increased service use, public satisfaction, availability of information, service innovation, reduced costs, improved service outcomes, and public trust in government (Michael Hall, 2011).

Public sector managers are expected to be able to manage three key aspects in a balanced manner: service, benefits and trust. All three are interrelated and must be considered together to create optimal public value. Public services are not only concerned with providing quality services, but also with achieving desired social outcomes, as well as building trust between society and government (Zaenuri et al., 2021).

(O’Flynn, 2007) highlights the importance of political and procedural dimensions in the formation of public value, which includes legitimacy, support, operational capability and substantial value. Moore (1995) also emphasizes the importance of balance between the organization and the external environment to achieve optimal public value.

Overall, the concept of public value encompasses various dimensions, including strategic, political and operational aspects, all of which consider the needs and aspirations of society as a whole. Public value creation requires a deep understanding of the relationships between inputs, production processes, outputs, clients, and desired social outcomes. By paying attention to key symbols such as legitimacy, operational capability, and substantial value, public value can be strengthened, providing greater benefits to society.

3 METHODOLOGY

This research adopts a qualitative research method with a phenomenological approach, aiming to gain a deep understanding of individual life experiences regarding a concept or phenomenon. Thus, the main aim of the research is to explore the meaning contained in the subjective experiences experienced by individuals related to the topic being researched (Amirul et al., 2014).
The research location is located in the East Ogan Komering Ulu Regency Government. The selection of this location was based on the need to obtain relevant and accurate data regarding the phenomenon under investigation. By conducting research at the place in question, researchers can more directly observe and document various aspects related to the research topic (Fadli, 2021).

The main focus of the research is analyzing public value-based governance. This shows that research does not only aim to explain observed phenomena, but also to provide a deeper understanding of the underlying theoretical concepts (Hollweck, 2016).

This research relies on qualitative data obtained through informant statements as well as direct observation and documentation at the East Ogan Komering Ulu Regency Government. This approach allows researchers to gain deep insight into the phenomenon being studied from various points of view.

Research informants consist of three types: Key informants, main informants, and additional informants who are related to public value-based governance. It is hoped that the involvement of various types of informants will provide a comprehensive perspective on the phenomenon being investigated.

Data collection techniques used in research include interviews, observation and documentation. By combining these three techniques, researchers can obtain more complete and accurate information about research topics from various relevant sources (Hollweck, 2016).

Data analysis was carried out using the Miles and Huberman method, which includes data collection, reduction, presentation and drawing conclusions. This systematic approach allows researchers to organize and analyze data effectively, resulting in significant findings.

The validity of the data is tested through several criteria, including credibility, transferability, dependability, and confirmability. To ensure the validity of the research results, various techniques such as extended observation, triangulation, and negative case analysis were used together. In this way, the validity of the data can be guaranteed and the research results can be trusted.

4 RESULTS AND DISCUSSION

Governance through the concept of Public Value in East Ogan Komering Ulu Regency is interesting to investigate because it provides an in-depth understanding of the effectiveness of local government strategies in meeting the direct needs and expectations of the community.
By focusing on the concept of Public Value, this study describes in detail how government policies and programs are directed and implemented to improve the quality of public services.

Not only that, this discussion also provides a valuable perspective on how big the impact of community participation is in the decision-making process and policy implementation at the local level. This is important because it reflects the level of involvement and activeness of residents in community development efforts. By understanding the extent to which the community is involved in the decision-making process, the government can evaluate the effectiveness and suitability of the policies implemented with the needs and aspirations of local residents.

Next, the analysis regarding the implementation of Public Value in East Ogan Komering Ulu will be explained in more depth.

4.1 IMPORTANT CONTRIBUTION IN UNDERSTANDING THE IMPLEMENTATION OF PUBLIC VALUE IN EAST OGAN KOMERING ULU

This research presents an in-depth analysis of the implementation of the public value concept in East Ogan Komering Ulu Regency. By examining various aspects, such as public policies, government programs, and community views, this research provides a comprehensive picture of the actual situation on the ground. The key findings highlight the complexity of the challenges faced. Although efforts have been made to improve the situation, East Ogan Komering Ulu Regency still experiences several shortcomings in realizing the concept of public value.

This incisive analysis highlights that although there have been steps taken to improve the implementation of the public value concept, there are still obstacles and weaknesses that need to be overcome. This research provides in-depth insight into what factors influence success or failure in implementing the concept of public value at the local government level. Thus, the results of this research can be a valuable guide for local governments in formulating more effective strategies and policies to achieve public value-oriented development goals.

The lack of public participation in the policy formulation and implementation process is a focus of serious concern. The impact is very significant because the policies produced are often not sufficient to meet the needs and aspirations of the community appropriately.

More deeply, the lack of public participation has implications for several important aspects. First, public participation allows the collection of diverse views and input from communities directly affected by the policy. Without adequate participation, the risk of a gap
between the policies designed and the needs and expectations of the community increases, so that the resulting policies are less than optimal in solving the problems actually faced by the community.

Second, when the public feels they are not involved in the decision-making process, the legitimacy of the policy becomes questionable. People may feel that the policies implemented do not fairly reflect their interests. As a result, people's trust in public institutions can be eroded, which can lead to increased dissatisfaction and potential social conflict.

Finally, public participation provides an opportunity for the government to listen to the diverse voices and perspectives of society. Without this involvement, the resulting policies tend to be top-down and unresponsive to the real needs and problems faced by society.

To overcome this shortcoming, it is important to increase public participation in the policy formulation and implementation process. Steps that can be taken include holding public dialogue forums, providing easier access to policy-related information, and developing mechanisms that enable active community participation in every policy stage. In this way, the government can ensure that the policies produced are more in line with the needs and aspirations of the community, as well as strengthening the legitimacy and trust of the community in public institutions.

Furthermore, the inability to manage these programs efficiently can hinder the achievement of stated goals. This is because limited resources are not utilized optimally, and the decision-making process may not be well coordinated. As a result, the government's performance in providing quality services to the community could be disrupted.

Deficiencies in governance can also create doubts about the government's ability to provide adequate and effective services to the public. This uncertainty can reduce public trust in government institutions and disrupt relations between government and society.

Therefore, it is important to improve government governance by strengthening program management mechanisms, improving coordination between government institutions, and increasing transparency and accountability in the management of public resources. In this way, the government can increase efficiency and effectiveness in implementing its programs, as well as strengthen public confidence in the government's ability to provide quality services.

To face the challenges faced, the East Ogan Komering Ulu Regency government must take concrete steps. First of all, increasing public participation in the decision-making process is very important. By involving the community more actively, the government can gather a variety of points of view and valuable input, so that the resulting policies can better represent the needs and aspirations of the community.
Apart from that, increasing transparency and accountability in government governance is also a priority. By ensuring that the decision-making process and management of public resources is carried out in an open and accountable manner, the government can build public trust and minimize the risk of corruption and abuse of power.

By taking these steps, it is hoped that public policies that are more responsive to community needs can be created. In addition, it is hoped that the implementation of government programs will be more efficient and effective in accordance with the stated objectives. In this way, East Ogan Komering Ulu Regency can achieve better progress in meeting the needs and expectations of its people.

Based on the sub-chapter about important contributions in understanding the implementation of public value in East Ogan Komering Ulu Minor proposition I can be formulated as follows: "A good understanding of public policy, government programs and community views is an important instrument in public value."

4.2 PUBLIC PARTICIPATION AND GOVERNANCE: IMPLEMENTATION OF PUBLIC VALUE IN EAST OGAN KOMERING ULU

Public participation is the main pillar in maintaining harmony between government policies and the real needs of society. This shows that people have a strong right to participate in the decision-making process that affects their lives. To achieve this goal, various participatory approaches can be applied. Starting from village meetings, public consultations, to other participatory forums, all of these function as channels for the community to express their views, aspirations and needs to the government.

The active involvement of the community in the decision-making process is expected to increase policy legitimacy. This means that the decisions taken will take into account the real aspirations and needs of the community. In addition, public participation also ensures broader representation of various interests in society. In this way, the resulting policy becomes more holistic because it takes into account the diversity of perspectives and interests within it.

Implementing the principles of good governance is a crucial step in implementing effective government, apart from public participation. These principles, such as accountability, transparency, and participation, form an integral framework for maintaining integrity and efficiency in government management.

The principle of accountability emphasizes that governments must be accountable for their actions and decisions to the public. In other words, the government must be ready to accept
responsibility for all the actions and decisions they take. This encourages governments to operate with transparency and integrity, as they recognize that their actions will be closely scrutinized by the public.

Transparency is a principle that emphasizes that all government processes and decisions must be open for public viewing. By implementing transparency, the government provides wider access for the public to understand how decisions are made and how public resources are managed. This not only creates a higher level of trust between the government and the public, but also provides an opportunity for the public to provide input and monitor government performance.

Participation is a principle that encourages active community involvement in the decision-making process. By encouraging public participation, governments can ensure that the decisions they make more accurately reflect the needs, aspirations and views of society. It also creates a sense of public ownership of decisions taken by the government, increasing support for the implementation of government policies and programs.

By applying the principles of good governance, local governments can increase efficiency in managing public resources and services. More than that, these principles also strengthen public trust in the government, because transparency and accountability will strengthen integrity and fairness in decision making. This creates a solid foundation for a government that is accountable and responsive to the needs of society.

An important additional recommendation is the expansion of regional government priorities to always place community interests at the forefront of every policy and program designed. This requires the government to carry out an in-depth analysis of the needs and aspirations of the community as a basis for formulating policies. Practical steps such as conducting surveys, conducting direct consultations with the community, or activating other participatory mechanisms can be used to ensure that community interests are truly considered in the decision-making process.

By emphasizing priority on community interests, local governments can ensure that the policies produced substantially reflect community needs and aspirations. An in-depth analysis of the social, economic and cultural situation of society is important to understand the dynamics in the field.

Practical steps, such as conducting surveys or direct consultations with communities, can provide valuable insight into community preferences, needs and expectations. Involving the public directly in the decision-making process also allows the government to obtain more
in-depth and diverse input, which in turn can increase the relevance and effectiveness of the policies implemented.

In addition, activating other participatory mechanisms, such as discussion forums or focused working groups, can also open up space for more active participation from various community groups. In this way, local governments can ensure that the policies and programs they implement do not only reflect the interests of a small number of people, but also take into account the diversity and complexity of wider society.

In this way, the policies and programs implemented can be more relevant and effective in providing a positive impact for the residents of East Ogan Komering Ulu Regency. By implementing these recommendations systematically and sustainably, it is hoped that the regional government of East Ogan Komering Ulu Regency can strengthen the implementation of the concept of public value, improve the quality of public services, and overall improve the welfare of the people they serve.

Based on the sub-chapter on public participation and governance in implementing public values in East Ogan Komering Ulu Minor proposition II can be formulated as follows: "Active involvement of the community through participation in government policies and programs is an important instrument in public value."

4.3 IMPROVING THE QUALITY OF PUBLIC SERVICES IS A MUST

Optimal implementation of public values has a significant positive impact on government administration and community welfare, with one of the main results being an increase in the quality of public services. Involving citizens in the decision-making process allows governments to better understand their preferences and needs. For example, through participatory forums or surveys, the government can adjust health, education or infrastructure programs according to the real needs of society.

By involving the community in the decision-making process, the government can ensure that the policies and programs implemented are truly relevant to the community's needs. For example, in developing health programs, the government can use the results of surveys or consultations with the community to determine which areas need additional health services or specific prevention programs. This step not only increases the effectiveness of these programs, but also increases public satisfaction with the services provided.

In addition, involving the public in the decision-making process can also strengthen their trust in the government. When citizens feel that their voices and aspirations are heard and
considered in policy making, this creates a greater sense of involvement and ownership of the
government process. As a result, public trust in the government can increase, forming a more
stable basis for cooperation between the government and society in an effort to improve shared
prosperity.

Providing quality public services also contributes to improving the overall welfare of
society. Better access to education, health and infrastructure services gives people greater
opportunities to improve their quality of life. Investments in these sectors can result in
improvements in workforce quality and productivity, ultimately strengthening economic
growth and prosperity.

Furthermore, the application of good governance principles and active public
participation also increases public trust in the government. Transparency in decision making
and accountability for the management of public resources strengthens government legitimacy.
When communities feel heard and included in the decision-making process, they tend to be
more supportive of regional development efforts. This creates an environment that supports
continued growth and progress. Thus, optimal implementation of public values not only
improves government administration, but also has a positive impact on public welfare and trust.
The importance of prioritizing community needs and aspirations in government policies and
programs is becoming increasingly clear in achieving inclusive and sustainable development
goals.

Based on the sub-chapter on improving the quality of public services as a necessity,
minor proposition III can be formulated as follows: "Improving the quality of public services
by the government is an important instrument in public value."

Based on the three minor research propositions, a major research proposition can be
prepared, as follows: Understanding, community participation, and improving the quality of
public services by the government are important instruments in creating public value, which
has theoretical implications for the concept of public value (O'Flynn, 2007).

4.4 THEORETICAL IMPLICATIONS FOR O'FLYNN'S PUBLIC VALUE THEORY (2002)

Theoretical criticism of public value theory put forward by (O'Flynn, 2007) based on
field findings in research on the Implementation of Government Administration through public
value theory in East Ogan Komering Ulu Regency highlights several obstacles in understanding
and applying the concept the.
(O’Flynn, 2007) emphasizes that the concept of "public value" reflects a multidimensional structure involving processes and outcomes that can produce trust and equality. The main symbols of this concept include legitimacy and support, operational capabilities, and substantial value that creates substantially valuable value.

However, the results of field research indicate that there are a number of obstacles in implementing the public value concept in East Ogan Komering Ulu Regency, one of which is related to limited community participation in the decision-making and development planning process. This problem is influenced by several factors, including low levels of education, lack of awareness of the importance of participation, and limited accessibility of information and technology.

Within the specific framework of Nusa Agung Village, Belitang III District, East Ogan Komering Ulu Regency, the obstacles that hinder the implementation of the public value concept can be described in more depth. The low level of education in the village causes several problems, including a lack of understanding of development issues and involvement in decision-making processes, as well as difficulties in understanding technical information related to development projects. As a concrete example, the majority of people do not have an adequate understanding of development plans in their villages due to a lack of knowledge and skills related to low levels of education.

In addition, a lack of awareness of the importance of community participation in the decision-making and development planning process can also result in limitations in the amount and quality of input provided by the community, as well as minimal support for the resulting policies. Even though there are community participation forums, only a few participate or actively participate because awareness of their role in determining the direction of village development is still lacking.

Moreover, limited accessibility of information and technology is also an obstacle by hampering the community's ability to access information about development plans and decision-making processes, as well as the absence of platforms that allow online community participation. Even though there are official information channels, such as public meetings or notice boards, most people cannot access this information easily due to limited information and technology infrastructure in the village.

Apart from that, obstacles are also seen in increasing transparency and accountability. Although the importance of transparency and accountability is recognized, there is still a lack of clarity in decision-making processes and budget allocations, as well as weak effective
monitoring and law enforcement mechanisms. Obstacles in increasing transparency and accountability in Karang Jadi Village can be described in more detail as follows:

Ambiguity in Decision-Making and Budget Allocation Processes: Although the importance of transparency and accountability is recognized, there is still ambiguity in the decision-making and budget allocation processes. This can be caused by a lack of adequate delivery of information to the public. This problem creates uncertainty among communities about how decisions are made and how village budgets are allocated.

Weak Monitoring and Law Enforcement Mechanisms: The issue of accountability is also a concern, especially related to weak monitoring and law enforcement mechanisms at the local level. Even though supervisory structures exist, there are still loopholes that can be exploited for acts of corruption or abuse of power, largely due to limited resources and technology.

Limited Information Accessibility: Karang Jadi Village faces challenges in ensuring that all information is available openly and transparently. Limited technological infrastructure makes it difficult to provide adequate access to information to the public. However, efforts have been made to increase information accessibility by utilizing available technology.

Community Participation and Strengthening Monitoring Mechanisms: Karang Jadi Village actively involves the community in the decision-making and monitoring process. This step is expected to increase transparency and accountability. In addition, efforts continue to be made to strengthen internal and external monitoring mechanisms to ensure that village government runs well and responsibly.

Other obstacles are related to basic infrastructure development and human resource development. Budget constraints and geographical and topographical challenges hinder infrastructure development, while lack of access to quality education and training hinders human resource development. For example, the obstacles faced in Ringinsari Village can be described as follows:

Budget Limitations: One of the main obstacles faced is budget limitations. Although basic infrastructure such as roads, schools and health centers is a priority, limited budget allocations limit the ability of local governments to implement these projects optimally. This often results in project delays or cuts, which in turn slows development progress. For example, the construction of a planned new road may be delayed because the budget allocation is insufficient to complete the project on time.

Geographical and Topographical Challenges: Geographical and topographical challenges are also obstacles in infrastructure development. Areas with difficult geographical
and topographical conditions can make infrastructure construction more complicated and expensive.

Lack of Access to Quality Education and Training: Lack of access to quality education and training hinders the development of human resources in this village. Lack of quality education and training facilities and infrastructure can hamper efforts to improve community skills and knowledge. For example, there is a lack of skilled labor in certain fields due to a lack of training available in the village.

Lack of Technology Accessibility: In this digital era, access to information and communication technology is very important in planning and managing infrastructure development. However, in rural areas such as Ringinsari Village, internet access is often limited or even not available at all. This makes it difficult to coordinate projects and manage development due to the lack of adequate internet access.

In this context, these obstacles show that the implementation of the concept of public value in East Ogan Komering Ulu Regency has not fully reached the expected standards according to (O'Flynn, 2007)

Based on theoretical criticism and previous field findings, there are several theoretical recommendations for improving the theory of public value (O'Flynn, 2007), as follows: First, it is necessary to strengthen the dimension of community participation. This can be done by expanding participation mechanisms, increasing education and outreach about the importance of participation, and strengthening participation institutions to facilitate the decision-making process. Second, transparency and accountability need to be improved. This can be achieved by increasing access to public information, strengthening monitoring mechanisms, and increasing law enforcement against violations of transparency and accountability. Third, it is important to strengthen the context dimension by conducting an in-depth analysis of the social, economic, political, cultural and geographical conditions of the region. Collaboration between stakeholders also needs to be built to formulate policies and programs that are appropriate to the local context, as well as strengthen the capacity to adapt to change. Fourth, it is necessary to strengthen the dimensions of organizational capabilities by improving the quality of human resources, management capacity and technological adaptability in public organizations. Fifth, it is important to strengthen the justice dimension by ensuring equal access to public services, distributing program benefits and burdens fairly, and establishing effective dispute resolution mechanisms.
By strengthening the dimensions above, as research findings, it is hoped that the concept of public value can be applied more effectively and optimally, so that it can produce public value that is beneficial for the entire community.

5 CONCLUSION

In the context of public value-based governance, public participation has a crucial role because it promotes transparency, accountability and fairness in the decision-making process. However, findings from research show that public participation in East Ogan Komering Ulu Regency is still not optimal. The community is still not fully involved in the decision-making process and policy implementation. This condition can have a negative impact on the policies produced because these policies do not accurately reflect the direct needs and aspirations of the community. For example, policies that are made without involving input and opinions from the community can fail to address the problems they actually face.

Therefore, it is important for the East Ogan Komering Ulu Regency government to increase public participation in the decision-making process. Some steps that can be taken include holding public discussion forums, conducting consultations with stakeholders, and involving the community in policy formulation. In this way, the resulting policies can be more responsive to the needs and aspirations of the community directly, in line with the principles of public value-based governance.

REFERENCES


