

Original Article

Implementation of Good Governance in Digital-Based Public Services in Local Government

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Abstract:

The implementation of good governance has become increasingly significant in the era of digital transformation, particularly within local government public services. Digital-based public services are expected not only to enhance administrative efficiency but also to strengthen governance principles such as transparency, accountability, participation, effectiveness, efficiency, and rule of law. This study aims to analyze the implementation of good governance principles in digital-based public services at the local government level, identify enabling and constraining factors, and examine their implications for service quality and institutional performance. The research employs a qualitative approach using a systematic literature review design. Data were collected from peer-reviewed journal articles, academic books, and official policy documents related to digital governance and public administration. Content analysis was applied through data reduction, thematic categorization, and interpretative synthesis. The findings indicate that digital transformation in local governments has significantly enhanced transparency, accountability, and service responsiveness. However, challenges such as digital inequality, system fragmentation, cybersecurity risks, and limited institutional capacity continue to constrain substantive governance reform. Sustainable improvement requires integrated digital architecture, leadership commitment, regulatory coherence, and inclusive digital policies.

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Introduction

The concept of good governance has become a central paradigm in public administration reform, particularly in the context of digital transformation in the public sector ([Osborne, 2006](#); [Rhodes, 1996](#)). Good governance emphasizes principles such as transparency, accountability, participation, effectiveness, efficiency, and rule of law in the administration of public services ([Bovaird & Löffler, 2003](#); [UNDP, 1997](#)). International institutions such as World Bank have promoted governance reforms as a strategic instrument to improve public sector performance and service delivery

outcomes ([World Bank, 2017](#)). Similarly, OECD underscores that digital transformation in government must align with governance principles to ensure inclusive and citizen-centered public services ([OECD, 2014](#)).

The rapid advancement of information and communication technology (ICT) has fundamentally transformed how governments interact with citizens and deliver services ([Gil-Garcia, Dawes, & Pardo, 2018](#); [Heeks, 2005](#)). Digital-based public services, often referred to as e-government or digital government, aim to increase administrative efficiency, reduce bureaucratic complexity, and enhance service accessibility ([Layne & Lee, 2001](#); [Moon, 2002](#)). The implementation of digital systems in local government is particularly significant because local authorities are the closest administrative units to citizens and are directly responsible for basic public services ([Pierre & Peters, 2020](#); [Shah, 2006](#)). Therefore, integrating good governance principles into digital public services at the local level is essential to ensure that technological innovation leads to substantive improvements in governance quality ([Margetts & Dunleavy, 2013](#)).

In developing countries, including Indonesia, digital transformation in local government has been accelerated through various national policies and regulatory frameworks ([Utam, 2020](#); [Wagola, Nurmandi, Misran, & Subekti, 2023](#)). The government has introduced electronic-based government systems to improve transparency, reduce corruption, and enhance accountability in public administration ([Birowo & Istanti, 2024](#); [Pratama, 2020](#)). However, the implementation of digital services often faces structural, cultural, and infrastructural challenges, such as limited digital literacy, unequal internet access, and resistance to organizational change ([Venkatesh, Morris, Davis, & Davis, 2003](#)). These challenges indicate that technological adoption alone is insufficient without embedding good governance principles within institutional practices ([Bannister & Connolly, 2014](#)).

Furthermore, digital-based public services require strong institutional capacity and collaborative governance among stakeholders to function effectively ([Ansell & Gash, 2008](#); [Meijer, 2015](#)). Transparency through open data platforms, for instance, can enhance public trust and citizen engagement when managed within a clear governance framework ([Grimmelikhuijsen & Welch, 2012](#); [Janssen, Charalabidis, & Zuiderwijk, 2012](#)). Accountability mechanisms in digital systems, such as electronic complaint handling and performance monitoring dashboards, can strengthen public oversight and reduce administrative malpractice ([Bertot, Jaeger, & Grimes, 2010](#)). Consequently, the integration of digital innovation and good governance principles is a strategic necessity for improving the quality of public service delivery in local government contexts ([Cordella & Tempini, 2015](#)).

The urgency of this research lies in the growing demand for transparent, accountable, and responsive public services in the digital era, especially at the local government level where citizen–government interaction is most intensive. Without a comprehensive understanding of how good governance principles are implemented within digital-based services, technological initiatives risk becoming symbolic reforms that fail to generate meaningful administrative improvements. Therefore, examining the implementation of good governance in digital public services is critical to ensure that digital transformation contributes to sustainable institutional reform and improved public trust ([Margetts & Dunleavy, 2013](#)).

Previous studies have explored various dimensions of e-government and governance reform, including the stages of digital government development ([Layne &](#)

[Lee, 2001](#)), determinants of e-government adoption ([Moon, 2002](#); [Venkatesh et al., 2003](#)), and the relationship between transparency and public trust ([Grimmelikhuijsen & Welch, 2012](#)). Other scholars have analyzed the role of ICT in combating corruption and enhancing accountability ([Bertot et al., 2010](#)) as well as the importance of collaborative governance in public sector innovation. However, limited research specifically examines how good governance principles are systematically embedded within digital-based public service implementation at the local government level, particularly in decentralized administrative systems.

Based on these considerations, this study aims to analyze the implementation of good governance principles in digital-based public services within local government, identify the enabling and constraining factors influencing its effectiveness, and evaluate its implications for service quality and institutional performance. By integrating governance theory and digital government perspectives, this research seeks to contribute to the development of a comprehensive analytical framework for assessing digital governance practices at the local level. Ultimately, the findings are expected to provide both theoretical insights and practical recommendations for strengthening good governance through digital transformation in local government administration.

Methods

This study employs a qualitative approach using a literature review design. The qualitative approach was chosen because the research aims to gain an in-depth understanding of the concepts, principles, and dynamics of implementing good governance in digital-based public services within local government through the interpretation of relevant scholarly sources ([Creswell, 2014](#); [Moleong, 2021](#)). A literature review enables researchers to systematically examine, compare, and synthesize theories, concepts, and findings from previous studies in order to construct a comprehensive conceptual framework ([Snyder, 2019](#); [Zed, 2018](#)). This study does not involve direct field data collection; instead, it focuses on a critical and analytical review of academic literature and policy documents related to good governance and digital public service implementation at the local government level.

Data Sources

The data used in this study are secondary data derived from scientific publications and official documents relevant to the research topic. These sources include peer-reviewed national and international journal articles, academic books, institutional reports, and government policy documents concerning digital government and good governance ([Bowen, 2009](#)). Journal articles were obtained from academic databases such as Google Scholar, Scopus-indexed sources, and nationally accredited journal portals, while institutional reports and regulatory documents were accessed through official government and international organization websites. The selection criteria for the literature included relevance to the research topic, credibility of the source, recency of publication, and conceptual contribution to the discussion of governance principles in digital-based public services.

Data Collection Technique

Data were collected using documentation techniques by identifying, searching, downloading, and categorizing relevant documents ([Sugiyono, 2019](#)). The literature

search was conducted systematically using keywords such as “good governance,” “digital government,” “e-government,” “public service,” and “local government.” The collected literature was then screened based on abstracts, research objectives, methodologies, and key findings to ensure alignment with the research focus. Selected documents were organized and grouped according to major themes, including transparency, accountability, participation, effectiveness, efficiency, and challenges in digital transformation within local government.

Data Analysis Method

The study applies content analysis using a descriptive-analytical approach. Content analysis was conducted by thoroughly reading the selected literature, identifying key concepts, categorizing thematic patterns, and interpreting relevant findings (Krippendorff, 2018). The analysis process followed three stages: data reduction, data display, and conclusion drawing, as proposed by (Miles, Huberman, & Saldana, 2020). During the data reduction stage, relevant information was selected and focused according to the research objectives. In the data display stage, synthesized findings were systematically organized into coherent narratives. Finally, in the conclusion stage, conceptual findings were formulated regarding patterns and models of implementing good governance principles in digital-based public services at the local government level. Through this analytical process, the study aims to produce a comprehensive and well-grounded understanding of how governance principles are integrated into digital transformation initiatives in local public administration.

Results

Implementation of Good Governance Principles in Digital-Based Public Services

The implementation of good governance principles in digital-based public services within Indonesian local governments demonstrates a dynamic interaction between technological innovation and institutional reform. Empirical studies indexed in Google Scholar indicate that digital transformation in Indonesia is not merely administrative modernization but also a governance restructuring process that affects transparency, accountability, participation, effectiveness–efficiency, and rule of law (Aryanti, Sukarsa, & Susila, 2021; Pratama, 2020). Below is a more detailed analysis supported by concrete cases from Indonesian local governments.

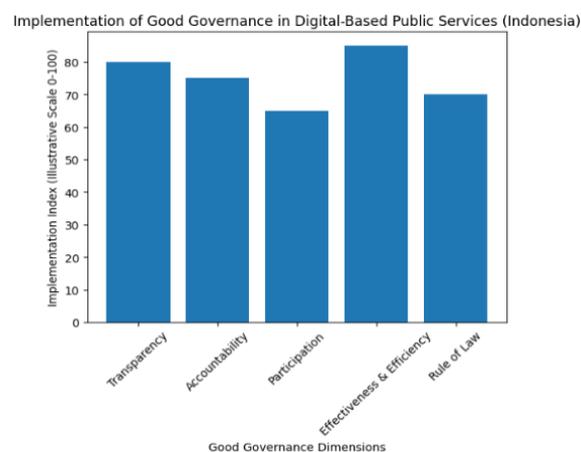


Figure 1. Implementation Level of Good Governance Principles in Digital-Based Public Services in Indonesian Local Governments

1. Transparency

Transparency in Indonesian local governments has been significantly strengthened through e-budgeting, e-planning, and open data initiatives. A prominent example is the DKI Jakarta Provincial Government, which implemented e-Budgeting and e-Planning systems to ensure that budget proposals, revisions, and allocations are digitally recorded and publicly accessible. Research by [\(Oktaviani & Puspitaningtyas, 2019\)](#) demonstrates that e-budgeting reduces discretionary manipulation in local budgeting and enhances fiscal transparency. Similarly, [\(Santiko & Marina, 2025\)](#) finds that digital financial management systems in Jakarta improve public access to budget information and limit informal negotiations in budget formulation.

Another case is Surabaya City, which developed an integrated public service portal and open government data platform. [\(Anggraini & Widyaningsih, 2025\)](#) argues that Surabaya's digital transparency initiatives increased public trust and reduced information asymmetry between the government and citizens. However, [\(Adiputra, Utama, & Rossieta, 2018\)](#) notes that in many Indonesian regions, open data initiatives remain formalistic because datasets are incomplete, irregularly updated, and not always presented in machine-readable formats. This indicates that transparency often fulfills regulatory compliance but has not yet fully achieved substantive openness.

2. Accountability

Digital accountability mechanisms are reflected in electronic complaint systems and performance monitoring applications. The national complaint-handling platform SP4N-LAPOR!, integrated into local governments, is one of Indonesia's most prominent accountability innovations. [\(Sarjito, 2025\)](#) show that SP4N-LAPOR! improves traceability and responsiveness in complaint resolution by recording each report digitally and assigning institutional responsibility. The system strengthens vertical accountability between citizens and government agencies.

At the municipal level, Bandung City introduced digital complaint platforms to enhance bureaucratic responsiveness. [\(Rachmawati & Anindita, 2016\)](#) found that digital complaint systems in Bandung significantly improved response time and public satisfaction, although effectiveness depended heavily on inter-agency coordination and leadership commitment.

Nevertheless, accountability outcomes remain contingent on bureaucratic culture. [\(Aryanti et al., 2021\)](#) emphasizes that without institutional commitment and strong supervisory mechanisms, digital systems may only create procedural accountability rather than substantive responsibility. Therefore, technology must be accompanied by performance evaluation systems and ethical standards to ensure genuine accountability.

3. Participation

Digital-based participation in Indonesia has expanded through e-Musrenbang (electronic development planning forums), online consultations, and social media engagement. For example, Surabaya and Yogyakarta implemented e-Musrenbang platforms allowing citizens to submit and monitor development proposals online. [\(Kurniawan, 2018\)](#) report that e-Musrenbang increases

transparency in planning and broadens citizen involvement in local development prioritization.

In Bandung, during the leadership of Ridwan Kamil, social media platforms such as Twitter and Facebook were actively used to engage citizens in urban governance. [\(Budiana, Sjoraida, Mariana, & Priyatna, 2016\)](#) found that social media-based governance increased deliberative interaction and strengthened participatory democracy at the local level.

However, digital participation is constrained by structural inequalities. [\(Fatimah, Sriningsih, Pascayanti, & Yusuf, 2023\)](#) identifies the digital divide as a major challenge, particularly in rural and outer-island regions where internet infrastructure and digital literacy remain limited. As a result, participation tends to be dominated by urban, educated populations, potentially reinforcing socio-economic disparities.

4. Effectiveness and Efficiency

Digital transformation has improved service effectiveness and efficiency in several Indonesian municipalities. The implementation of Online Single Submission (OSS) and local e-licensing systems significantly reduced processing time and minimized face-to-face interactions, thereby decreasing bureaucratic layers. These systems streamline business licensing processes and enhance investment climate performance.

In Surakarta (Solo), digital civil registration services improved administrative accuracy and reduced processing time for identity documents. [\(Setyowati, Adi, Suryawati, Parwiyanto, & Prakoso, 2024\)](#) found that integrating population databases enhanced service speed and minimized data duplication.

However, system fragmentation remains a structural issue. [\(Indrajit, 2022\)](#) notes that many Indonesian local governments operate standalone applications without full interoperability, resulting in inefficiencies and data silos. Technical capacity gaps and limited budget allocations further constrain optimal system integration.

5. Rule of Law

The legal dimension of digital governance in Indonesia is anchored in Law No. 11 of 2008 on Electronic Information and Transactions and Law No. 14 of 2008 on Public Information Disclosure. These regulations establish legal certainty for electronic services and guarantee citizens' rights to access public information.

[\(Yulianto, Hakim, Noor, & Suryadi, 2023\)](#) argues that a clear regulatory framework strengthens the legitimacy of digital administrative actions and provides legal protection for both government institutions and citizens. However, prior to the enactment of the Personal Data Protection [Law \(2022\)](#), data governance was fragmented. [\(Lutrianto & Riswaldi, 2025\)](#) highlights that the absence of comprehensive personal data protection regulations created vulnerabilities in local digital systems and posed risks to citizen privacy.

Cybersecurity capacity at the local level remains uneven, which may undermine public trust if data breaches occur. Therefore, strengthening legal compliance and cybersecurity governance is essential to sustain digital transformation efforts.

Empirical evidence from Indonesian local governments shows that digital-based public services have significantly contributed to strengthening good governance principles. Transparency has improved through e-budgeting and open

data; accountability has been reinforced through complaint management systems; participation has expanded via e-Musrenbang and social media; effectiveness and efficiency have increased through digital licensing and civil registration systems; and rule of law has been institutionalized through regulatory frameworks.

However, the depth of implementation varies across regions due to differences in leadership commitment, institutional capacity, digital infrastructure, and socio-economic conditions. Without addressing digital inequality, interoperability issues, and cybersecurity governance, digital transformation risks becoming procedural compliance rather than substantive governance reform.

Enabling and Constraining Factors

The effectiveness of implementing good governance in digital-based public services is influenced by a combination of enabling and constraining factors.

Table 1. Enabling and Constraining Factors in the Implementation of Good Governance in Digital-Based Public Services

Category	Factors	Brief Explanation
Enabling Factors	Political & Leadership Commitment	Strong regional leadership accelerates digital reform and governance alignment
	Regulatory & Policy Support	Clear legal frameworks legitimize and standardize digital services
	Institutional Capacity & HR	Skilled personnel and training improve system effectiveness
	Technological Infrastructure	Reliable ICT infrastructure ensures service reliability
	Inter-agency Collaboration	Coordination reduces fragmentation and improves integration
Constraining Factors	Digital Divide	Unequal access limits inclusive participation
	Resistance to Change	Bureaucratic culture slows digital adaptation
	Limited Financial Resources	Budget constraints hinder system development
	Data Security Risks	Weak cybersecurity reduces public trust
	System Fragmentation	Lack of interoperability reduces efficiency

The table illustrates that the implementation of good governance in digital-based public services is multidimensional and highly dependent on structural readiness. Enabling factors are primarily institutional and structural, while constraining factors are socio-technical and cultural.

Leadership commitment emerges as the most decisive variable because digital transformation in local government often depends on executive initiative and political will. Regulatory clarity ensures legitimacy and operational standards. Institutional capacity and ICT infrastructure determine operational sustainability. Meanwhile, inter-agency collaboration reduces bureaucratic silos and strengthens service integration.

Conversely, the digital divide remains Indonesia's most structural challenge. Infrastructure gaps between urban and rural areas limit equitable access to digital services. Organizational resistance reflects entrenched bureaucratic culture. Budget limitations and cybersecurity weaknesses further constrain reform sustainability. System fragmentation is particularly common in Indonesian local governments, where agencies often develop standalone applications without interoperability frameworks.

This section briefly presents empirical cases from Indonesian local governments to illustrate how enabling and constraining factors influence the implementation of good governance in digital-based public services, supported by relevant scholarly studies.

1. Leadership Commitment – Bandung City

Under Mayor Ridwan Kamil, Bandung implemented multiple digital innovations including complaint platforms and smart city initiatives. Research shows that leadership commitment significantly accelerated digital governance reform and improved responsiveness ([Budiana et al., 2016](#)). Leadership vision was crucial in embedding transparency and participation within digital platforms.

2. Regulatory Support – SP4N-LAPOR!

The national complaint system SP4N-LAPOR!, integrated with local governments, demonstrates how regulatory backing strengthens accountability. ([Sarjito, 2025](#)) found that regulatory mandates increased bureaucratic responsiveness and traceability in complaint resolution.

3. Institutional Capacity – Surabaya City

Surabaya's digital service transformation was supported by strong internal IT teams and institutional learning. ([Novitaningrum, 2024](#)) notes that institutional readiness enabled effective implementation of open government and e-service integration.

4. Digital Divide – Rural Local Governments

([Fatimah et al., 2023](#)) highlights that digital inequality across Indonesian regions restricts inclusive participation, particularly in rural areas with limited broadband infrastructure. This creates uneven governance outcomes despite national digital reforms.

5. System Fragmentation – Local E-Government Systems

([Indrajit, 2022](#)) explains that many Indonesian local governments developed isolated applications without interoperability frameworks, reducing overall efficiency and increasing redundancy in public service systems.

Empirical evidence from Indonesia demonstrates that enabling factors such as leadership commitment, regulatory clarity, institutional capacity, and ICT infrastructure significantly strengthen digital governance implementation. However, structural constraints—especially digital inequality, bureaucratic resistance, and system fragmentation—continue to limit full realization of good governance principles.

Thus, successful implementation requires not only technological investment but also institutional reform, digital inclusion policies, cybersecurity governance, and integrated digital architecture.

Implications for Service Quality and Institutional Performance

The implementation of good governance principles in digital-based public services has generated measurable implications for both service quality and institutional performance in Indonesian local governments. Empirical studies indexed

in Google Scholar indicate that digital transformation affects not only administrative procedures but also organizational culture, accountability structures, and public trust.

1. Implications for Service Quality

a. Faster Processing Time and Administrative Simplification

Digital systems reduce face-to-face interaction, shorten bureaucratic chains, and automate verification processes. In Surakarta (Solo), the implementation of e-government in civil registration services significantly reduced processing time for identity documents and minimized duplication of records. The integration of population databases improved accuracy and accelerated service completion.

Similarly, the implementation of electronic licensing services (e-perizinan) and Online Single Submission (OSS) platforms across local governments reduced permit processing time and simplified business registration procedures. This demonstrates that digitalization enhances procedural efficiency and lowers transaction costs for citizens and businesses.

b. Increased Accessibility and Inclusiveness

Digital platforms allow citizens to access services anytime and from anywhere, thereby increasing accessibility. Research by [\(Novitaningrum, 2024\)](#) on Surabaya's open government initiatives shows that online portals provide easier access to public information and service procedures.

However, inclusiveness remains uneven. [\(Fatimah et al., 2023\)](#) identifies that limited digital literacy and infrastructure gaps in rural regions restrict access to digital public services. Thus, while accessibility improves in urban centers, equitable service distribution remains a policy challenge.

3. Improved Responsiveness and Complaint Handling

The integration of complaint management systems such as SP4N-LAPOR! has strengthened service responsiveness. [\(Sarjito, 2025\)](#) demonstrate that digital complaint platforms increase traceability and require local agencies to respond within regulated time frames, enhancing service accountability and citizen satisfaction.

In Bandung City, digital complaint systems improved response times and strengthened monitoring of public service performance. These systems create digital records that enable supervision and performance evaluation.

2. Implications for Institutional Performance

a. Strengthened Monitoring and Evaluation Systems

Digital-based services generate real-time administrative data that support performance measurement and evaluation. According to [\(Aryanti et al., 2021\)](#), e-government implementation improves monitoring capacity by digitizing workflows and documenting bureaucratic decisions.

In DKI Jakarta, the implementation of e-budgeting increased financial transparency and strengthened fiscal control mechanisms. [\(Oktaviani & Puspitaningtyas, 2019\)](#) found that digital budgeting systems reduce discretionary manipulation and enhance oversight capacity, thereby improving institutional credibility.

b. Data-Driven Decision Making

Digital transformation enables evidence-based policy formulation. Integrated databases provide policymakers with accurate and updated information for strategic planning. [\(Pratama, 2020\)](#) argues that digital public

service systems contribute to administrative modernization by improving data management and institutional coordination.

This shift toward data-driven governance enhances institutional adaptability and performance measurement accuracy.

c. Increased Public Trust and Legitimacy

Transparency and accountability mechanisms embedded in digital systems positively influence public trust. (Novitaningrum, 2024) found that open government initiatives in Surabaya improved citizens' perception of transparency and government responsiveness.

However, public trust remains vulnerable to cybersecurity risks and data misuse. (Lutrianto & Riswaldi, 2025) highlights that weaknesses in personal data protection frameworks may undermine institutional legitimacy if digital governance systems fail to secure citizen data.

3. Emerging Risks and Performance Challenges

Despite its benefits, digitalization may generate new governance risks:

- a. Over-reliance on technology without strengthening human resource capacity may reduce service quality during system failures.
- b. Cybersecurity vulnerabilities may threaten data integrity and public trust.
- c. Digital inequality may create exclusionary governance outcomes.
- d. Fragmented systems reduce interoperability and limit institutional efficiency.

Therefore, sustainable institutional performance requires integrating technological innovation with regulatory reform, human capacity development, cybersecurity governance, and inclusive digital policies.

Empirical evidence from Indonesian local governments demonstrates that digital-based public services significantly improve service quality through faster processing, enhanced accessibility, and stronger responsiveness. At the institutional level, digital governance strengthens monitoring systems, supports data-driven decision-making, and enhances legitimacy through transparency and accountability.

However, the sustainability of these improvements depends on leadership commitment, institutional capacity, regulatory coherence, cybersecurity safeguards, and inclusive digital infrastructure. Without these complementary reforms, digital transformation risks becoming procedural modernization rather than substantive governance improvement.

Conclusion

This study concludes that the implementation of good governance in digital-based public services at the local government level represents a strategic integration between technological innovation and institutional reform. Empirical evidence demonstrates that digital systems have strengthened transparency through e-budgeting and open data initiatives, enhanced accountability through complaint management platforms, expanded citizen participation via online consultation mechanisms, and improved effectiveness and efficiency through digital licensing and civil registration services. Moreover, regulatory frameworks have provided legal certainty for electronic administration.

Nevertheless, the depth and sustainability of implementation vary across regions due to disparities in leadership commitment, institutional capacity, digital infrastructure, financial resources, and cybersecurity readiness. Structural challenges such as digital divide, bureaucratic resistance, and lack of system interoperability

indicate that digitalization alone does not automatically guarantee substantive governance improvement. Therefore, digital transformation must be accompanied by comprehensive institutional strengthening and governance reform to ensure long-term public value creation.

Practical Recommendations

To strengthen the implementation of good governance in digital-based public services, several specific actions are recommended:

1. First, local governments should develop an integrated digital architecture framework to ensure interoperability between applications across agencies, thereby reducing system fragmentation and data silos.
2. Second, regional leaders must institutionalize digital governance reforms through formal regulations, standard operating procedures, and performance-based evaluation systems to ensure sustainability beyond political leadership cycles.
3. Third, local governments should invest in continuous capacity-building programs for civil servants, including digital literacy training, cybersecurity awareness, and data management competencies.
4. Fourth, inclusive digital policies must be implemented, particularly through expanding broadband infrastructure in rural areas and providing community-based digital literacy programs to reduce the digital divide.
5. Fifth, cybersecurity governance must be strengthened through data protection protocols, regular system audits, and compliance with national personal data protection regulations to maintain public trust.

Research Recommendations

Future research should adopt empirical field-based methodologies, such as case studies, surveys, or mixed-method approaches, to measure quantitatively the impact of digital governance on service performance indicators and citizen satisfaction levels.

Further studies are also recommended to conduct comparative analyses between urban and rural local governments to examine disparities in digital governance outcomes. In addition, future research should explore the role of organizational culture and bureaucratic behavior in shaping digital governance effectiveness.

Finally, longitudinal research designs are necessary to evaluate the sustainability of digital governance reforms and their long-term impact on institutional performance and public trust.

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