



Implementation of good governance principles to improve the quality of administrative services in Panancangan village, Serang city

Enong Ais Hikmatulaila^{1*}, Eli Apud Saepudin², M. Ikrom Arasid³

^{1,2}Program Studi Administrasi Publik, Universitas Bina Bangsa, Indonesia. E-mail: enongaishikmatulaila08@gmail.com

³Program Studi Ilmu Pemerintahan, Universitas Bina Bangsa, Indonesia.

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ABSTRACT

The principles of good governance studied include transparency, accountability, public participation, effectiveness, efficiency, and responsiveness of government officials in providing public services to the community. The background of this research is based on the importance of fast, accurate, and transparent administrative services as part of efforts to realize good governance at the village level. The research method used is a descriptive method with a qualitative approach. Data collection techniques were carried out through observation, interviews, and documentation of village officials and the community as users of administrative services. The results of the study indicate that the implementation of good governance principles in Panancangan Village has been running quite well, especially in the aspects of transparency of service information and apparatus responsiveness to community needs. However, several obstacles were still found, such as limited service facilities, low community participation in monitoring public services, and the less than optimal use of administrative technology. The application of good governance principles has been proven to have a positive impact on improving the quality of administrative services, marked by increased public satisfaction, the effectiveness of the service process, and the creation of better relationships between the village government and the community. Therefore, it is necessary to increase the capacity of the apparatus, strengthen the digital-based service system, and more active community participation to support the creation of professional, transparent, and accountable public services in the Panancangan Subdistrict, Serang City.

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Corresponding Author:

Enong Ais Hikmatulaila,
Administrasi Publik,
Universitas Bina Bangsa,
JL Raya Serang - Jakarta, KM. 03 No. 1B, Panancangan, Kec. Cipocok
Jaya, Kota Serang, Banten 42124, Indonesia
Email: enongaishikmatulaila08@gmail.com

1. Introduction

The gap between public service standards and administrative service practices at the sub-district level is evident in the sub-optimal implementation of services in accordance with the

procedures, timeframes, and quality established in the service standards. Normatively, public services demand transparency, speed, cost certainty, ease of access, and a professional and responsive staff. However, in practice, obstacles remain, such as delays in administrative processes, limited facilities and infrastructure, inadequate human resource competency, low utilization of digital technology, and minimal service oversight and evaluation. Furthermore, the existence of a convoluted bureaucracy and inconsistent information delivery to the public often result in service quality at the sub-district level not meeting public expectations or government-set service standards. The digitalization of administrative services is crucial for supporting the effectiveness of public services because it increases speed, transparency, accuracy, and ease of access to services for the public. Through digital systems, previously time-consuming and cumbersome administrative processes can be conducted more efficiently, thereby reducing queues, operational costs, and the potential for maladministration and corruption. Furthermore, digitalization enables data integration between government agencies, accelerates decision-making, and improves the quality of oversight and accountability of public services. In an era of technological advancement and public demand for fast and responsive services, the implementation of digital-based administrative services is a crucial step towards realizing modern, effective, and community-oriented governance. Public service is one of the primary functions of government, directly related to the needs of the community. The government, as the state administrator, is responsible for providing quality, effective, efficient, transparent, and accountable services to the public. The quality of public service is one indicator of the success of governance, particularly at the regional level and at the government levels closest to the community, such as sub-districts (Andhini et al., 2023). In the current era of bureaucratic reform, public demand for fast, easy, and professional public services is increasing (Saleh Al Hamid & Laundu, 2025).

Therefore, the application of good governance principles is crucial in improving the quality of government administrative services. The concept of good governance essentially refers to good governance, namely government administration that upholds the principles of transparency, accountability, participation, the rule of law, effectiveness, efficiency, and responsiveness to public needs (Umami et al., 2022). The United Nations Development Programme (UNDP) explains that good governance is the process of exercising state power in providing public goods and services effectively, efficiently, and responsibly to the public. In the context of regional government, the application of good governance principles is essential to creating public services that meet public expectations and enhance public trust in the government (Kusyanto et al., 2019).

Administrative services at the sub-district level are one of the most frequently accessed forms of public service. These services include making cover letters, population administration, document legalization, domicile certificates, business letters, and various other administrative needs. Sub-districts, as regional government institutions, play a crucial role in providing excellent service to the public. Therefore, sub-district officials are required to work professionally, quickly, accurately, and transparently in providing administrative services (Setiawan et al., 2025).

However, in practice, the quality of administrative services in some sub-districts still faces various challenges. These challenges include slow service processes, a lack of transparency regarding service procedures and requirements, limited facilities and infrastructure, low staff discipline, and minimal public participation in public service oversight. These conditions can lead to public dissatisfaction with government services (Supriatin et al., 2024). Furthermore, a convoluted bureaucracy that is unresponsive to public needs also hinders the achievement of optimal public services. Panancangan Sub-district, Serang City, as a government agency providing direct services to the public, is also required to apply the principles of good governance in every administrative service process. The application of these principles is expected to improve service quality, ensuring that the public receives fast, easy, transparent, and accountable services (Irmawati et al., 2024). For example, service transparency can be

achieved through the open provision of information regarding procedures, fees, and service times to the public. Meanwhile, accountability can be realized through the responsibility of officials to complete services according to established standards (Listiandari, R. K., & Suratman, 2022).

In addition to transparency and accountability, the principle of public participation is also a crucial part of implementing good governance. The public needs to be involved in providing input, criticism, and suggestions regarding the quality of services provided by the village government (Widodo & Luthfiyanti, 2024). Public participation can assist the government in evaluating and improving the administrative service system to make it more effective and aligned with community needs. With good communication between the government and the public, public services will run more optimally and be oriented towards the public's interests. Applying the principles of effectiveness and efficiency is also a crucial factor in improving the quality of administrative services. Village officials are required to be able to provide services quickly without compromising the quality of the service itself. The use of information technology in administrative systems can be one solution to increase the effectiveness of public services. Digitizing administrative services can facilitate public access to services and reduce lengthy bureaucratic processes. Thus, administrative services can be more modern, practical, and efficient (Ulinnuha Ulinnuha et al., 2024).

In an effort to improve the quality of public services, the Indonesian government has issued various regulations supporting the implementation of good governance, one of which is Law Number 25 of 2009 concerning Public Services (Meilasari et al., 2025). The law emphasizes that every public service provider is obliged to provide quality services in accordance with the principles of public interest, legal certainty, equal rights, professionalism, participation, openness, accountability, and timeliness. In addition, bureaucratic reform is also an important government agenda in creating a clean, effective government system that serves the public optimally (Andhini et al., 2023). Based on these conditions, research on the application of good governance principles in improving the quality of administrative services in Panancangan Village, Serang City is important to conduct. This study aims to determine the extent to which good governance principles have been applied in administrative services and the factors that support and hinder their implementation. Furthermore, this research is also expected to contribute to the village government's efforts to improve the quality of public services through the implementation of good governance (Aprilya Fransisca Natasya et al., 2025).

This research aims to provide an overview of the state of administrative services in Panancangan Village, Serang City, and identify possible measures to improve the quality of public services. By optimally implementing good governance principles, the village government is expected to be able to create professional, transparent, responsive, and accountable public services, thereby increasing public satisfaction and trust in the government (Riska Amaliah et al., 2025).

2. Method

Indicators used to assess the transparency of administrative services include the transparency of information regarding service procedures, administrative requirements, fees, and service completion times, easily accessible to the public. Furthermore, transparency is measured through the availability of information media such as bulletin boards, websites, or digital applications, the clarity of public complaint mechanisms, and the ease with which the public can obtain information related to the service process. The level of officer consistency in providing accurate and non-discriminatory information is also an important indicator in assessing the transparency of public administration services. Indicators used to measure public officials' accountability in service delivery include their ability to carry out their duties in accordance with regulations and service standards, the timeliness of service delivery, and their responsibility to address public complaints. Accountability can also be measured through

budget transparency, service performance reports, compliance with administrative procedures, and the ability of officials to account for decisions or actions taken. Furthermore, integrity, work discipline, and consistency in providing fair and professional services are important indicators in assessing the level of public apparatus accountability. Indicators used to assess the effectiveness and efficiency of administrative services include the speed of service delivery, the accuracy of service results, the level of public satisfaction, and the ability of the service to achieve established goals. Efficiency is also measured by the optimal use of resources such as time, costs, labor, and technology without compromising service quality. Furthermore, the number of public complaints, the rate of administrative errors, ease of service access, and the ability of officials to complete services quickly and accurately are important indicators for assessing whether administrative services are running effectively and efficiently. The criteria used to select informants from government officials and the public were based on their relevance, knowledge, experience, and direct involvement in the research object. Government officials were selected based on their positions, authority, and roles in the formulation and implementation of public service policies or government administration, thus enabling them to provide accurate information regarding the process, constraints, and evaluation of policies. Meanwhile, informants from the public were selected based on their experience as public service users, their level of participation, and their ability to provide insights into the quality, effectiveness, and impact of the services received.

With these criteria, the data obtained is expected to be more objective, in-depth, and able to represent the conditions of policy implementation in the field. This study uses a descriptive research method with a qualitative approach. The qualitative approach was chosen because this study aims to understand in depth the application of good governance principles in improving the quality of administrative services in Panancangan Village, Serang City. The focus of the study is directed at the application of the principles of transparency, accountability, participation, effectiveness, efficiency, and responsiveness of the apparatus in the process of administrative services to the public. Data collection techniques were carried out through observation, interviews, and documentation. Observations were made by directly observing the administrative service process at the village office, while interviews were conducted with village officials and community service users to obtain information about the quality of services provided. Documentation was used to complement the research data in the form of archives, activity photos, and administrative service documents related to the research. The data analysis technique in this study was carried out through the stages of data reduction, data presentation, and drawing conclusions. Data reduction was carried out by selecting and simplifying data relevant to the research focus. Next, the data was presented in the form of a narrative description to facilitate researchers in understanding the research results. The final stage was drawing conclusions based on the results of the data analysis that had been obtained in the field (Madjid, 2024). To maintain the validity of the data, this study uses source triangulation and method triangulation techniques by comparing the results of observations, interviews, and documentation so that the data obtained is more valid and reliable (Lionandiva & Triandi, 2022).

3. Analysis and Results

Key factors supporting the successful implementation of good governance principles in Panancangan District include the quality of professional and responsive human resources, the leadership's commitment to transparency and accountability, and the use of digital technology in public administration services. Furthermore, success is also supported by good coordination between employees and related agencies, the availability of adequate service facilities and infrastructure, and the implementation of clear and consistent standard operating procedures. Public participation in providing input and oversight of public services is also a crucial factor in creating effective and community-oriented services. Furthermore, internal supervision, regular performance evaluations, and a bureaucratic culture that prioritizes integrity and work discipline also play a significant role in supporting the optimal implementation of good

governance principles. Transparency, accountability, and responsiveness are interconnected in improving the quality of public services, as these three aspects form the basis for creating professional, effective, and community-oriented services. Transparency enables the public to obtain clear information regarding procedures, costs, and service standards, thereby reducing irregularities and increasing public trust. Accountability ensures that each service provider is responsible for their duties and decisions, allowing for open evaluation and accountability. Responsiveness, meanwhile, demonstrates the ability of service providers to respond quickly and appropriately to public needs, complaints, and expectations. If these three elements are implemented in an integrated manner, the quality of public services will be more efficient, fair, transparent, and able to provide satisfaction to the public. The application of good governance principles in administrative services in Panancangan Village, Serang City, is one of the village government's efforts to improve the quality of public services to the community. Good administrative services are essential because the village is the government agency closest to the community and directly deals with various daily administrative needs (Hanafi et al., 2019). Based on the results of research conducted through observation, interviews, and documentation, it is known that the implementation of good governance principles in Panancangan Village has been running quite well, although there are still several obstacles that need to be addressed. One of the principles of good governance that is evident in administrative services in Panancangan Village is transparency (Syamsiah Hasyim et al., 2025). Transparency is the government's openness in providing information to the public regarding procedures, requirements, costs, and service times. Based on the results of observations, the village has provided an information board regarding the types of administrative services and the requirements that must be met by the community (Rahmawati & Tjenreng, 2025). This information aims to help the public understand the flow of services and can prepare the necessary documents before submitting administrative services. Furthermore, village officials also provide direct explanations to the public if there are any unclear aspects of the service process (Ulinuha Ulinuha et al., 2024).

This transparency has a positive impact on the quality of administrative services. The public has easier access to information and feels assisted in the administrative process. Open information also reduces the potential for extortion and abuse of authority in public services (Ngorkngam & Sonpo, 2024). However, some residents still complain about the suboptimal delivery of information regarding changes to certain service procedures. This suggests that the village government needs to improve its communication channels, for example through the use of social media or digital information systems to ensure more widespread and rapid public access to information (Valista, 2023). The next principle is accountability. Accountability in public services relates to the responsibility of government officials in carrying out their duties and obligations in accordance with applicable regulations. Based on interviews with the community, the majority stated that Panancangan Village officials have provided services fairly well and responsibly (Suwanda & Tjenreng, 2025). Officials strive to complete administrative services in accordance with established procedures and timelines. Furthermore, officials demonstrate a friendly and courteous attitude in serving the public, fostering a positive relationship between the government and the community (Miranti, 2024).

However, in some situations, delays in administrative processing are still observed due to limited human resources and the high number of people requesting services at any given time. This situation results in less effective services and longer processing times. Therefore, it is necessary to increase the capacity of officials through training and coaching so that administrative services can be carried out more professionally and efficiently (et al., 2025). Furthermore, additional service facilities and a more structured division of tasks are also needed to support improved public service quality (Wirawan & Tjenreng, 2025). Implementing the principle of responsiveness is also a crucial part of realizing good governance in Panancangan Village. Responsiveness is the ability of government officials to respond quickly and appropriately to public needs and complaints. Research shows that village officials are

quite responsive in providing services to the public. This is evident in their efforts to assist residents experiencing difficulties with administrative processes, particularly the elderly or those unfamiliar with service procedures. Officials also strive to provide solutions to various obstacles encountered during the service process (Saur Oloan Hamonangan Situngkir & KMS Herman, 2025).

Good responsiveness has a positive impact on public satisfaction. The community feels cared for and well-served, fostering trust in the sub-district government. However, several challenges remain in terms of responsiveness, particularly when large numbers of people visit, resulting in suboptimal service. This situation highlights the need for improved technology-based service systems to expedite administrative processes and reduce queues at sub-district offices (Ode et al., 2020).

The principles of effectiveness and efficiency are also important indicators in the implementation of good governance. Effectiveness relates to the achievement of service objectives, while efficiency relates to the optimal use of resources in the service process (Mahayani, 2024). Based on research findings, administrative services in Panancangan Sub-district have been quite effective, as most of the community's administrative needs are met effectively. Village officials strive to provide services in accordance with applicable operational standards so that the public can obtain the necessary administrative documents (Suprpto & Harmain, 2022).

However, in terms of efficiency, several obstacles remain, such as limited service facilities and infrastructure. For example, limited service space, a lack of administrative support facilities, and the suboptimal use of digital systems in public services. As a result, the service process can sometimes take a significant amount of time, especially when the number of service applicants increases. Therefore, modernizing administrative services through the use of information technology is one solution that needs to be developed by village governments (Almuqsi, 2025). Digital-based service systems can help speed up administrative processes, reduce the use of manual documents, and increase the efficiency of apparatus work. Furthermore, the principle of public participation is also a crucial factor in the implementation of good governance. Public participation can be realized through community involvement in providing input, criticism, and suggestions regarding public services provided by the village government. Based on research, public participation in monitoring public services in Panancangan Village is still relatively low. Some residents only act as recipients of services without providing an evaluation of the quality of the services received (Sudrajat, 2023).

This lack of public participation is due to low public awareness of the importance of involvement in monitoring public services. Furthermore, the lack of a complaint channel or effective communication forum also hinders public participation. Public participation is crucial for assisting the government in evaluating and improving the quality of administrative services (Suprpto & Harmain, 2022). Therefore, the sub-district government needs to provide a complaint channel and improve communication with the public to create a more participatory and responsive public service. Overall, the implementation of good governance principles in Panancangan Sub-district, Serang City, has had a positive impact on improving the quality of administrative services. Information transparency, official accountability, responsiveness, and efforts to ensure effective service delivery demonstrate the sub-district government's commitment to providing the best possible service to the public. However, several obstacles remain, such as limited service facilities, suboptimal use of information technology, and low public participation in public service oversight (Azzahra, 2023).

Therefore, various improvement efforts are needed to enhance the quality of administrative services in Panancangan Sub-district, Serang City. The sub-district government needs to increase the capacity of its officials, improve service facilities and infrastructure, develop a digital-based service system, and strengthen public participation in public service oversight. Through the more optimal application of good governance principles, it is hoped that

administrative services in Panancangan Village can become more professional, transparent, effective, and able to provide satisfaction to the community in a sustainable manner (Syahputra, 2022).

4. Conclusion

Policy recommendations that can sustainably strengthen the quality of administrative services include increasing the digitalization of public services through an integrated information technology-based administration system, strengthening the capacity of human resources through training and regular performance evaluations, and simplifying bureaucratic procedures to ensure faster and more accessible services. Furthermore, the government needs to strengthen transparency and accountability in services by providing effective complaint mechanisms, improving internal oversight, and implementing clear and consistent service standards. Other important policies include improving service facilities and infrastructure, strengthening public participation in evaluating public services, and developing a professional, responsive, and public satisfaction-oriented bureaucratic work culture to ensure the sustainable quality of administrative services. Further research agendas that can deepen the study of the implementation of good governance in public services include studies on the effectiveness of digitalization of public services, the influence of transparency and accountability on the level of public trust, and evaluation of public participation in the process of public service oversight. Research should also focus on analyzing the human resource capacity of government officials, the application of technological innovation in public administration, and factors that influence the quality of coordination between government agencies. Furthermore, research is important on obstacles to the implementation of good governance principles in the regions, the influence of bureaucratic culture on service quality, and the effectiveness of bureaucratic reform policies in improving efficiency, responsiveness, and public satisfaction with public services. The implementation of good governance principles in administrative services in Panancangan Village, Serang City has had a positive impact on improving the quality of public services. The principles of transparency, accountability, responsiveness, effectiveness, efficiency, and public participation have begun to be applied in the administrative service process so that the public can receive better, faster, and more open services. The village apparatus has strived to provide professional and responsible services in accordance with community needs. However, several obstacles remain, such as limited service facilities and infrastructure, less than optimal use of information technology, and low public participation in monitoring public services. Therefore, efforts are needed to increase the capacity of the apparatus, develop digital-based services, and strengthen public participation to realize more effective, transparent, and accountable administrative services in accordance with the principles of good governance.

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