

The Implementation of Good Governance in Improving the Quality of Public Services in Bogor City

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ABSTRACT

The Bogor City Government continuously strives to undertake fundamental transformations in governance through the internalization of good governance principles as the primary driver for improving the quality of public services. This research aims to holistically and comprehensively analyze the implementation of good governance pillars—specifically transparency, accountability, public participation, the rule of law, and efficiency/effectiveness—within the public service ecosystem in Bogor City, while simultaneously mapping the structural and cultural challenges that hinder the acceleration of service quality. Employing a qualitative research method with a case study approach, data were gathered through in-depth interviews with strategic stakeholders at the Department of Population and Civil Registration (Disdukcapil), the Department of Investment and One-Stop Integrated Services (DPMPTSP), the Regional Inspectorate, and the Department of Communication and Information (Diskominfo) of Bogor City. This was supplemented by direct field observations at the Grha Tatanan Parahita Public Service Mall (MPP) and an analysis of policy and performance documents (such as LAKIP and Mayor's Regulations). Research findings reveal that the implementation of good governance in Bogor City has reached a significant level of progress, characterized by the integration of cross-sectoral digital services through the Bogor Single Window (BSW) platform, the optimization of the MPP integrated service center, and complaint responsiveness mechanisms integrated with the national SP4N-LAPOR! system. However, the effectiveness of achieving excellent service standards is still hampered by disparities in citizen digital literacy, data interoperability constraints between agencies (bureaucratic silos), resistance to changes in civil servant mindset, and technological infrastructure limitations in outlying areas. This study formulates strategic recommendations including the reinforcement of the Electronic-Based Government System (SPBE) architecture, human resource capacity building oriented toward service excellence, and community-based digital literacy programs to bridge the accessibility gap.

Keywords: Good Governance, Public Services, Bogor City, Transparency, Accountability, Public Service Mall.

ABSTRAK

Pemerintah Kota Bogor secara konsisten melakukan transformasi fundamental dalam tata kelola

pemerintahan melalui internalisasi prinsip-prinsip good governance sebagai motor utama peningkatan kualitas pelayanan publik. Penelitian ini bertujuan untuk membedah secara holistik dan komprehensif implementasi pilar-pilar good governance—terutama transparansi, akuntabilitas, partisipasi masyarakat, penegakan hukum, serta efisiensi dan efektivitas—dalam ekosistem pelayanan publik di Kota Bogor, sekaligus memetakan tantangan struktural dan kultural yang menghambat akselerasi kualitas layanan. Menggunakan metode kualitatif dengan pendekatan studi kasus (case study), data dihimpun melalui wawancara mendalam dengan pemangku kepentingan strategis di Disdukcapil, DPMPTSP, Inspektorat, dan Diskominfo Kota Bogor, disertai observasi lapangan di Mal Pelayanan Publik (MPP) Grha Tatanan Parahita serta analisis dokumen kinerja dan kebijakan (LAKIP dan Perwali). Temuan penelitian mengungkap bahwa implementasi good governance di Kota Bogor telah mencapai level kemajuan yang signifikan, ditandai dengan integrasi layanan digital lintas sektoral melalui platform Bogor Single Window (BSW), optimalisasi pusat layanan terpadu MPP, dan mekanisme responsivitas pengaduan yang terintegrasi dengan sistem nasional SP4N-LAPOR!. Namun demikian, efektivitas pencapaian standar pelayanan prima masih terhambat oleh disparitas literasi digital warga, kendala interoperabilitas data antar-instansi (silo birokrasi), resistensi terhadap perubahan mindset aparatur, serta keterbatasan infrastruktur teknologi di wilayah outlying. Penelitian ini merumuskan rekomendasi strategis berupa penguatan arsitektur Sistem Pemerintahan Berbasis Elektronik (SPBE), peningkatan kapasitas SDM yang berorientasi pada service excellence, serta program edukasi literasi digital berbasis komunitas untuk memperkecil kesenjangan aksesibilitas.

Kata Kunci: Good Governance, Pelayanan Publik, Kota Bogor, Transparansi, Akuntabilitas, Mal Pelayanan Publik.

1. INTRODUCTION

The dynamics of bureaucratic reform in post-reform Indonesia have brought about a major paradigm shift, transitioning from the rigid, hierarchical Weberian bureaucratic model toward the New Public Management (NPM) paradigm, and evolving into the New Public Service (NPS) perspective, which emphasizes serving citizens rather than steering them. In the context of the Greater Jakarta (Jabodetabek) megapolitan region, Bogor City holds a strategic position as a primary buffer city characterized by high urban complexity, ranging from population growth to intense daily commuting mobility. These urban challenges demand that the Bogor City Government go beyond routine administrative execution to establish clean, transparent, and accountable governance (Good Governance).

The urgency of this shift is underscored by growing public demands for accessible civil registration services, transparent business licensing, and operational efficiency across municipal sectors.

In response, the Bogor City Government has pioneered various administrative innovations, including the integration of licensing and non-licensing services at the Grha Tatanan Parahita Public Service Mall (MPP), the development of the Bogor Single Window (BSW) unified digital platform, and the institutionalization of public grievance channels. Despite these advancements, empirical evidence indicates that gaps remain between macro-level policy design and technical execution in the field. Public concerns regarding service completion speed, procedural clarity, and systemic responsiveness continue to surface. Evaluative research into how good governance principles are operationalized and what substantive barriers impede their long-term

efficacy in Bogor City is therefore essential.

1.2. Focus of Research

This research is structured to address three primary focus areas:

Implementation of Good Governance Principles: Analyzing the practical application of key pillars—transparency, accountability, public participation, rule of law, and efficiency/effectiveness—in public service delivery across Bogor City.

Challenges and Obstacles in Implementation: Identifying technical, organizational, cultural, and administrative constraints that affect the sustainability of service quality improvements.

Evaluation of Public Service Quality: Assessing citizen satisfaction and service quality across the dimensions of reliability, responsiveness, assurance, empathy, and tangibles within Bogor City's digital and physical service ecosystems.

2. LITERATURE REVIEW

2.1. Concepts and Principles of Good Governance

The construct of Good Governance, as formulated by the United Nations Development Programme (UNDP, 1997) and the World Bank, encompasses interlinked dimensions of governance quality. In the Indonesian context, the National Institute of Public Administration (LAN RI, 2008) adapts these into core principles:

- **Transparency:** Ensuring open access to policy, procedural, and financial information without bureaucratic hurdles.
- **Accountability:** Obliging public officials to justify their decisions, performance metrics, and resource allocation to the public.

- **Participation:** Providing meaningful space for citizens to participate across policy cycles, from planning to oversight.
- **Rule of Law:** Guaranteeing legal certainty, procedural fairness, and non-discriminatory service delivery.
- **Efficiency and Effectiveness:** Optimizing institutional capabilities and resources to produce maximum public value.

2.2. Public Service Quality

Public service quality measures the degree to which delivered services meet or exceed citizen expectations (Parasuraman et al., 1988; Sinambela, 2010; Dwiyanto, 2018). Evaluative dimensions include:

1. **Tangibles:** Physical facilities, equipment, staff appearance, and digital user interfaces.
2. **Reliability:** The ability to perform promised services dependably and accurately according to established Service Level Agreements (SLAs).
3. **Responsiveness:** Willingness to assist citizens and provide prompt service delivery.
4. **Assurance:** Knowledge, courtesy, and competence of civil servants that inspire trust and confidence.
5. **Empathy:** Individualized attention and respectful care extended to service users, including vulnerable groups.

2.3. E-Government and Digital Governance

Modern good governance relies heavily on technology integration. The framework for the Electronic-Based Government System (SPBE), governed by Presidential Regulation No. 95 of 2018, provides the regulatory mandate for municipal digital transformations. Digital governance extends beyond digitizing paper processes; it involves re-engineering administrative process flows to eliminate

redundancies, enhance inter-agency interoperability, and maximize public value.

3. RESEARCH METHODOLOGY

3.1. Research Approach and Design

This study adopts a post-positivist paradigm using a descriptive qualitative methodology. A case study approach was selected to allow an in-depth investigation of contemporary governance practices within their real-world organizational context in Bogor City.

3.2. Subjects and Informants

Informants were selected via purposive sampling to engage individuals with direct institutional authority, technical experience, or direct service experience:

No	Agency / Category	Number of Informants	Key Roles / Perspectives
1	Disdukcapil & DPMPTSP	4	Strategic Directors & Service Unit Heads
2	Diskominfo & Inspektorate	2	IT System Architects & Internal Auditors
3	Ombudsman / Academics	2	External Public Service Observers

No	Agency / Category	Number of Informants	Key Roles / Perspectives
4	Community Leaders & Citizens	5	Service Recipients at MPP and Sub-districts

3.3. Data Collection Techniques

Data were collected through three primary techniques:

- In-Depth Semi-Structured Interviews:** Exploring governance practices, system integration, and operational hurdles.
- Direct Field Observation:** Observing service encounters, physical queue management, and digital kiosk operations at Grha Tatanan Parahita MPP and Disdukcapil service points.
- Documentary Analysis:** Reviewing official documents, including Mayor's Regulations, LAKIP performance reports, SOP manuals, and national SP4N-LAPOR! grievance logs.

3.4. Data Analysis and Trustworthiness

Data analysis followed the interactive model of Miles, Huberman, and Saldana (2014), comprising data condensation, data display (narrative and matrix formats), and conclusion drawing/verification. Data trustworthiness was validated using source triangulation (cross-verifying accounts across informant tiers) and method triangulation (comparing interview statements with direct field observations and official records).

4. RESULTS AND DISCUSSION

4.1. Overview and Transformation of Public Services in Bogor City

Bogor City has initiated structural public service reforms centered around integrated service hubs. The flagship Grha Tatanan Parahita Public Service Mall (MPP) consolidates over 145 service types from municipal departments, central government agencies, and state-owned enterprises (BUMN) into a single facility. In parallel, the Bogor Single Window (BSW) serves as an integrated digital portal, enabling citizens to access various municipal applications—such as SI-PERI for business permits and civil registration portals—without navigating separate platforms. In Person-to-Person (P2P) innovations, Drive-Thru counters for civil document retrieval have reduced processing overhead and wait times.

4.2. Implementation of Good Governance Principles

- **A. Transparency via Digitalization:** Through BSW and open dashboards at service points, requirements, processing timeframes, and fee schedules (where applicable) are publicly accessible, reducing information asymmetry.
- **B. Accountability and Complaint Management:** Municipal complaint processing is linked to the national SP4N-LAPOR! system, maintaining tracked resolution times. Annual Community Satisfaction Index (IKM) results are regularly published to measure agency accountability.
- **C. Public Participation:** Public involvement is facilitated through Public Consultation Forums (FKP) for SOP formulation and multi-tier Musrenbang development planning meetings.
- **D. Efficiency and Effectiveness via MPP:** Consolidating service counters

in MPP has reduced physical travel demands and administrative transaction costs for citizens and businesses.

- **E. Rule of Law and Service Certainty:** Standardized SLAs backed by municipal regulations and oversight from the Anti-Extortion Task Force (Saber Pungli) provide clear legal frameworks for service execution.

4.3. Evaluation of Public Service Quality (SERVQUAL)

Across the five SERVQUAL dimensions, *Tangibles* (MPP facility standards) and *Assurance* (officer competence) recorded high ratings. However, *Responsiveness* faces occasional operational constraints, particularly regarding queue management during peak hours and technical downtime on digital portals.

4.4. Challenges and Implementation Constraints

1. **Digital Literacy Disparities:** A portion of the population continues to struggle with digital platforms, leading to persistent reliance on physical counters and intermediary services.
2. **Bureaucratic Silos and Data Interoperability:** Legacy databases across separate departments are not yet fully integrated, creating data sync hurdles between local and national systems.
3. **Work Culture Resistance:** Shifting administrative mindsets from traditional bureaucratic control toward customer-centric service excellence requires ongoing cultural reinforcement.
4. **Infrastructure Constraints in Peripheral Areas:** Telecommunications connectivity and hardware distribution in outlying sub-districts require continued upgrading to match central standards.

5. CONCLUSION AND RECOMMENDATIONS

5.1. Conclusion

The implementation of good governance principles in Bogor City's public service system demonstrates measurable progress, supported by digital consolidation under the BSW portal and physical integration at the Grha Tatanan Parahita Public Service Mall. These initiatives have elevated transparency, accountability, and operational efficiency. Nevertheless, achieving consistent service excellence requires addressing remaining challenges related to digital literacy gaps, system interoperability silos, and civil service cultural adaptation.

5.2. Recommendations

1. **Reinforce SPBE Interoperability:** Accelerate single-sign-on and database integration to enable seamless data exchange across municipal and national agencies.
2. **Expand Community-Based Digital Literacy:** Establish digital assistance desks at sub-district (Kelurahan) and neighborhood levels to help non-tech-savvy citizens navigate online service portals.
3. **Institutionalize Service Excellence Training:** Implement continuous professional capacity-building programs for front-line personnel and administrative staff.
4. **Upgrade Technical Infrastructure in Outlying Areas:** Invest in hardware and network redundancy across peripheral sub-district offices to ensure equitable service delivery.

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