

IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN PUBLIC SERVICE : A QUALITATIVE STUDY AT THE POPULATION AND CIVIL REGISTRATION OFFICE

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ABSTRACT

This study aims to analyze the implementation of good governance principles in public service at the Department of Population and Civil Registration. Principles such as transparency, accountability, responsiveness, and public participation are the main focus in evaluating the quality of population administration services. The research employs a qualitative approach with in-depth interviews, observations, and document analysis. Findings indicate that some principles have been well implemented, particularly in information provision and digital-based administration systems. However, challenges remain, such as limited public participation, uneven responsiveness among staff, and users' low digital literacy. The study recommends strengthening participatory mechanisms, service-oriented human resource training, and enhancing inclusive information systems. Overall, the study highlights the importance of integrating good governance principles to promote more effective, equitable, and sustainable public service governance.

Keywords : Public Service, Good Governance, Transparency, Accountability, Participation

INTRODUCTION

Public services include all activities organized by service providers to meet the needs of the community in accordance with the provisions of the law. The government is obliged to ensure the fulfillment of citizens' rights and compliance with regulations. The success of this service is judged from the level of satisfaction of recipients and their contribution to community welfare as the government's main goal. According to Law No. 25 of 2009, public services include the fulfillment of needs through goods, services, or administrative services provided by the organizer to citizens and residents (Gumolung et al., 2023).

Based on Law No. 25 of 2009 Article 2, public services aim to create legal certainty in the relationship between the community and the organizers, ensuring the fulfillment of the needs of citizens in accordance with regulations. In principle, both parties must comply with the applicable provisions in the provision and receipt of services. Article 4 states that the principles of public service delivery include the public interest, equality of rights, professionalism, transparency, accountability, and protection for vulnerable groups (Cendana & Oktariyanda, 2022). The objectives of public services according to Article 3 include (1) Setting clear boundaries related to the rights, responsibilities, and authority of the organizers, (2) Creating a service system that is in accordance with the principles of good governance, (3) Compliance with the implementation of legal regulations (4) Legal protection for the community in the service process (Lestari et al., 2025). Public services are one of the important aspects in the administration of government, because they are directly related to the basic rights of citizens. The quality of public services reflects how far the government is able to carry out its duties and functions in meeting the needs of the community in a fair, transparent, and accountable manner. In the context of modern government, the implementation of public services not only emphasizes the aspects of efficiency and effectiveness, but must also be based on the principles of *good governance* (Agustina et al., 2024).

The government as a public service provider is obliged to provide professional and quality services. Quality is the main parameter in assessing the effectiveness of services. Services are considered good if the government carries out its duties optimally, realizing the rights and obligations of reciprocity between the state and society. This triggers public demands to obtain quality services, encouraging government agencies to fulfill citizens' rights through the provision of goods, services, or administrative services (Dwi et al., 2023).

The principles of good governance include (1) transparency, namely disclosure of information related to procedures, policies, and service decisions, (2) accountability, namely the accountability of the organizer for the performance and response to public input. (3) public participation, citizen involvement in planning and evaluation of services to facilitate supervision. (4) Equal access to services without discrimination on race, religion, gender, or other factors. (5) Quality: High standards for satisfaction and optimal results. (6) optimal resource management efficiency. (7) fairness Access removal of unreasonable barriers to accessing services. (8) Change adaptation innovations to improve service effectiveness (Dwi et al., 2023). The presence of these principles is intended to increase public trust in the government while encouraging the realization of democratic governance and oriented to the public interest. However, the implementation of these principles in practice is not always ideal. Various structural obstacles, a bureaucratic culture that is still paternalistic, and low human resource capacity are challenges that need to be studied in depth (Finanda et al., 2024).

The Population and Civil Registration Office (Disdukcapil) is a key agency in public services that is directly related to the administrative needs of the community, such as the issuance of ID cards, birth certificates, and family cards. These documents are not only administrative, but also a legal prerequisite for accessing basic rights such as education, health, and property ownership. As the spearhead of state-community interaction, the quality of Disdukcapil services reflects the implementation of good governance principles, such as transparency, accountability, and equality. The high volume of service requests, the complexity of data coordination between agencies, and the direct social impact of administrative errors (e.g. legal disputes or barriers to access to services) make the performance of the Disdukcapil an important indicator of the success of bureaucratic reform, especially in improving the efficiency and responsiveness of public services (Rahmat & Pasciana, 2023).

Disdukcapil has made a number of innovations, such as the implementation of e-KTP and data integration through the Population Administration Information System (SIAK), to speed up the service process and minimize administrative errors. However, challenges such as technology infrastructure

gaps in remote areas, employee resistance to changes in the digital system, and low digital literacy of the community are still obstacles that need to be overcome. The success of these services can be measured through parameters such as compliance with document completion time, data accuracy, level of community satisfaction, and adaptation of innovations (e.g., mobile unit services). Thus, the effectiveness of the Disdukcapil is not only a reflection of the capacity of the bureaucracy, but also determines the extent to which state policies are able to respond to the real needs of the community in an inclusive and fair manner (Siregar, 2019).

This study aims to analyze in depth how the principles of good governance are implemented in public service practices at the Population and Civil Registration Office (Disdukcapil). In this context, principles such as transparency, accountability, responsiveness, effectiveness, efficiency, and public participation are the main foothold in assessing the extent to which the quality of services has been in accordance with good governance standards. This research uses a qualitative approach to comprehensively explore the dynamics that take place in the field. This approach allows researchers to gain a deep understanding of the social realities behind the service process, including the relationship between implementing officials and the community, decision-making methods by agencies, and forms of response to complaints and needs of citizens. In addition, this study also aims to identify the inhibiting and supporting factors that affect the successful implementation of these principles within the Disdukcapil, both structural, cultural, and technical.

RESEARCH METHODS

This research uses a qualitative approach with a case study type, which is focused on the implementation of good governance principles in public services at the Population and Civil Registration Office (Sinaga, 2023). This approach was chosen to gain a deep understanding of the processes, dynamics, and challenges faced in the application of principles such as accountability, transparency, responsiveness, and public participation. The data collection technique was carried out through in-depth interviews with Disdukcapil officials and the service user community, direct observation of the service process, and documentation studies of SOPs and applicable policies.

The selection of informants is carried out in a purposive and snowball manner (Abubakar, 2021), taking into account their direct involvement in public services. The validity of the data is guaranteed through triangulation techniques of sources and methods. Data were analyzed interactively using the Miles and Huberman model, which included data reduction, data presentation, and conclusion drawn. Through this method, the research is expected to be able to reveal the extent to which the principles of good governance have been applied in real terms in population administration services, as well as provide input for improving the quality of public service governance at the regional level.

RESULTS AND DISCUSSION

This section presents the results of the research. The results of the study can be completed with a table, graph. This study found that the implementation of good governance principles at the Population and Civil Registration Office showed varying results in each indicator of *good governance principles*. Based on the results of in-depth interviews, direct observations, and interactive analyzed documentation, it is possible to get an idea that some of the principles have been implemented quite well, but there are still significant challenges in the consistency of implementation.

1. On the aspect of accountability

The majority of Disdukcapil officials admitted that they had tried to carry out their duties according to applicable procedures and rules. Each service is recorded through the population administration information system (SIAK), and activity reporting is carried out periodically. However, from the public's side, there is still a negative perception regarding the responsibility of officers for complaints or data errors. Some residents complained about the lack of quick follow-up when there was an error in data input or delayed documents.

2. Transparency aspect

3. Disdukcapil has provided information boards and service SOPs in public spaces. The zero rupiah tariff for certain services has also been socialized through various media. However, observations show that not all people read or understand the information, and in practice there is still a reliance on direct explanations from officers. This gives the impression of a lack of openness to information, especially for service users who are not proactive in asking questions.

4. Responsiveness aspect

Most of the informants stated that the officers were quite alert in responding to service requests, especially during peak hours. The electronic queuing system also helps speed up the service process. However, there are reports of officers being unfriendly or rigid in answering residents' questions, which makes some service users feel reluctant to submit complaints directly.

5. Public participation

It was found that community involvement in service evaluation is still very limited. Disdukcapil has not actively opened forums or channels to gather input from residents regarding service quality. The majority of the public is not aware of the existence of an official complaint mechanism other than talking directly to the officers. Although there is a suggestion box, the results of observations show that its use is rarely used to its maximum

Discussion

The application of good governance principles in the Population and Civil Registration Office cannot be understood linearly as the implementation of mere administrative procedures (Wijaya et al., 2024). Behind seemingly technical public services, there is a complex social process, in which state apparatus and society interact within the framework of regulations, expectations, and real experiences. This research reveals that efforts to implement principles such as accountability, transparency, responsiveness, and public participation have indeed taken place, although they are still faced with various structural and cultural obstacles. Through a qualitative approach, a deeper understanding of these dynamics is obtained, including how these principles are translated into real actions on the ground, as well as how society assesses them (Ismail, 2017). The findings show that while a formal commitment to *good governance principles* is in place, their implementation is still uneven and has not touched all aspects of service as a whole.

1. Accountability

The application of the principle of accountability in the Disdukcapil can be seen from the existence of routine reporting, an internal supervision system (Agustina et al., 2024), and efforts to maintain the performance of the apparatus so that it remains in accordance with the set service standards. Internally, officers have shown an understanding of the importance of accountability, especially in maintaining work integrity and minimizing administrative errors. However, from the perspective of society, accountability has not been fully felt. This can be seen from complaints that arise when the service experiences delays or data errors. The public still experiences confusion when they have to submit complaints or question the clarity of the flow of responsibility. In other words, accountability at the structural level is indeed working, but it has not sufficiently touched the cultural dimension and the emotional relationship between the government and the public. Therefore, building a humanist accountability system, which listens to complaints and follows up on them quickly and openly, is a challenge that needs to be answered together.

2. Transparency

Transparency in the Disdukcapil has been formally pursued through various information media. The public can find service procedures on the official website, bulletin boards in the service room, and social media. However, the disclosure of this information does not fully guarantee ease of understanding. Some people, especially those who lack digital literacy or are elderly, find it difficult to navigate information on online-based services. This indicates that openness does not mean inclusivity. In the context of *good governance*, transparency does not only mean the "availability" of information, but also how the information is conveyed communicatively and easily understood by all circles (Robial et al., 2023). Therefore, the next challenge is how to make a service information system more user-friendly, not only for the digital-native community, but also for citizens who need an offline approach and direct explanations.

3. Responsivitas

The principle of responsiveness is closely related to people's direct experiences when accessing services (Rasdiana & Riski Ramadani, 2021). In the Disdukcapil, the responsiveness of some officers is considered quite good, especially in dealing with technical obstacles faced by applicants. Certain officers are able to provide clear, friendly, and responsive explanations. However, this does not occur evenly across all time and service units. As the volume of requesters increases, responsiveness often decreases due to limited amounts of devices and

available time. This situation shows that the responsiveness of services has not been formed systemically, but still depends on individual initiatives. In fact, according to the principle of *good governance*, responsiveness must be part of a service mechanism designed to be adaptive to user needs. There needs to be a strengthening of queue management, proportional division of tasks, and an active feedback system so that responsiveness becomes part of the organizational culture, not just extra work from employees.

4. Public Participation

Public participation is still a weak point in the application of good governance principles in Disdukcapil. Although the public is given space to fill out service satisfaction surveys or submit suggestions in writing, the participation (Ramadani et al., 2022) is passive and one-way. There is no dialogue space that encourages the public to participate in the planning, evaluation, or direct supervision of services. In participatory governance theory, citizen involvement is not just an administrative complement, but the core of a public-oriented policy process. When people feel that they are not heard or their suggestions are not acted upon, trust in institutions can be eroded. To overcome this, Disdukcapil needs to build more concrete participatory mechanisms, such as regular dialogue forums, community discussions, or the involvement of citizen representatives in the evaluation of service policies. That way, participation becomes a joint process, not just a symbol of openness.

Based on the theoretical framework of UNDP (1997) regarding *good governance*, it can be understood that principles such as accountability, transparency, responsiveness, and participation are not stand-alone entities, but mutually reinforcing (Hendra & Fahlevi, 2024). When one principle is weakened, the other principle is also at risk of losing its carrying capacity. For example, high responsiveness without accountability can make services seem fast, but incomplete or unaccountable. Likewise, superficial participation will obscure transparency, because information will have no meaning if it is not interpreted with the public. Therefore, the integration of the four principles must be built simultaneously, not just focusing on one aspect and ignoring the other. In practice, the transformation towards public services rooted in the principles of *good governance* is not an instant process, but a long journey that requires patience, continuous evaluation, and the involvement of all parties.

CONCLUSION

Based on the results of the research, it can be concluded that the implementation of good governance principles at the Population and Civil Registration Office has been running, although it is not yet fully optimal and even. Principles such as accountability, transparency, responsiveness, and public participation have been pursued in the implementation of services, both through the provision of information, the use of digital administration systems, and reporting on the performance of apparatus. However, there is a gap between formal policy and practice on the ground, especially in terms of acceptance and understanding by the public. Accountability is shown through periodic reporting and the use of population information systems, but the community still feels a lack of response to complaints or service delays. Transparency has also been realized through public information media, but it is not inclusive for all groups, especially those who are not familiar with digital technology. The responsiveness of the apparatus is considered quite good in some situations, but it still depends on the individual officer and is not formed as a consistent system. Public participation is the biggest challenge in the implementation of the principles of good governance. Residents have not been actively involved in the evaluation and service planning process. The mechanism for conveying aspirations is still one-way and has not been optimally functioned. This condition reflects that although participation spaces are available, there is no system that encourages active community engagement. Overall, this study shows that despite progress in the implementation of good governance principles, structural and cultural improvement efforts are still needed. Strengthening human resource capacity, increasing people's digital literacy, and creating an open dialogue forum between service providers and service recipients are important steps in realizing inclusive, fair, and quality public services. The balanced integration of the four main principles of good governance will be an important foundation in building public trust in public services in the future.

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