

IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN PUBLIC SERVICE MANAGEMENT AT THE DEPARTMENT OF YOUTH AND SPORTS IN BANDUNG CITY

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Article History

Received: 20 September 2025

Accepted: 22 Oktober 2025

Published: 5 November 2025

Abstract

The goal of this study is to examine how the Bandung City Youth and Sports Agency (Dispora) applies good governance principles to public service administration. For effective, efficient, accountable, and responsive government to the requirements of the public, the idea of good governance is a crucial point of reference. The policy implementation theory of Grindle (1980) serves as the foundation for the analysis in this qualitative descriptive study. This theory highlights the significance of the implementation environment and policy context, which includes the players, resources, and implementing institutions' attributes. A review of the literature, observation, and interviews with community members and officials who used Dispora services were used to gather data. The results indicate that the implementation of good governance principles has been carried out in terms of transparency, accountability, and public participation. However, obstacles remain in terms of effective inter-departmental coordination, human resource capacity, and optimization of the digital service system. The implications of this study emphasize the importance of bureaucratic reform and institutional capacity building in creating higher-quality public services that are oriented toward public satisfaction.

Keywords: Good Governance, Public Service Management, Policy Implementation.

A. INTRODUCTION

Public services are a concrete manifestation of the government's role in meeting community needs and ensuring general welfare. In the context of regional governance, the quality of public services is a crucial indicator of the success of regional autonomy and bureaucratic reform. The Bandung City Government, one of the largest cities in Indonesia, faces a heavy burden in providing efficient, transparent, and public-satisfaction-oriented public services (Nurmadi et al., 2021).

The concept of good governance has become a global benchmark for creating good and clean government. According to the United Nations Development Programme (UNDP, 1997), good governance encompasses participation, the rule of law, accountability, openness, responsiveness, consensus building, fairness, effectiveness, efficiency, and strategic vision. These standards help public institutions manage resources fairly and responsibly (Iswahyudi et al., 2023).

One of the regional organizations crucial for human resource development in the youth and sports sector is the Bandung City Youth and Sports Agency (Dispora). The Youth and Sports Agency (Dispora) is tasked with providing public services in the areas of youth development, providing sports facilities, organizing youth and sports activities, and developing community potential in these areas. The complexity of these tasks and responsibilities

demands the implementation of a professional public service management system based on the principles of good governance (Riyoko & Al Ghani, 2022).

However, in practice, the implementation of good governance principles within the Bandung City Dispora has not been fully optimized. Based on initial observations and the agency's annual report, challenges remain, such as minimal public involvement in policymaking, inadequate human resources, a poor digital-based service system, and a lack of sectoral coordination (Mendrofa et al., 2024). This indicates a discrepancy between field practice and ideal standards.

This study is important because it provides an empirical assessment of how well the Bandung City Youth and Sports Agency has implemented the concept of good governance in public sector management (Rahmawati, 2022). It is hoped that this study can explain the elements that influence the effectiveness of implementation and provide suggestions for improving public service governance using Grindle's (1980) policy implementation theory methodology.

The following are the objectives of this research:

1. To understand how the Bandung City Youth and Sports Agency applies the concept of good governance in managing public services.
2. To identify the elements that facilitate and hinder the implementation of these concepts.
3. To provide policy recommendations for improving the quality of public service governance within the Bandung City Youth and Sports Agency.

B. LITERATURE REVIEW

Good Governance

The term "good governance" emerged in response to global demands for transparency and accountability in government (Sumarto, 2025). According to the UNDP (1997), good governance encompasses mechanisms, processes, and institutions that enable citizens to express their interests, exercise their legal rights, fulfill their obligations, and mediate differences. Its core principles include participation, the rule of law, transparency, accountability, responsiveness, effectiveness, efficiency, and fairness.

Good governance, in the context of local government, refers to an administration that is open, accountable, and able to involve the public in the decision-making process. By implementing these principles, public institutions are expected to not only perform administrative functions but also provide added value to the welfare of the community (Choirulsyah & Azhar, 2024).

Public Service Management

Public service management encompasses the entire process of planning, implementing, evaluating, and improving the standards of service received by the public from the government (Hendrayady et al., 2023). According to Dwiyanto (2008), quality public services are characterized by timeliness, ease of access, reasonable costs, and friendly and professional staff behavior. The application of good governance principles in public service management requires a system capable of ensuring information transparency, public oversight, and a continuous performance evaluation mechanism.

In the context of the Bandung City Youth and Sports Agency (Dispora), public service management encompasses not only the administration of permits for youth and sports activities but also the development of youth organizations, the provision of sports facilities, and community empowerment. This requires governance that is adaptive to changing policies and community needs (Trismuwantara et al., 2025).

Implementation of Grindle's Policy (1980)

Merilee S. Grindle's policy implementation model highlights that the content of the policy and the context in which it is implemented are two key factors influencing the success of implementation.

1. Policy content includes the degree of alignment with the interests of the target group, the types of benefits generated, the level of expected change, policy clarity, and available resources.
2. The implementation context includes the level of public support and compliance, the characteristics of the implementing agency, and the power, interests, and strategies of the actors.

This theory is relevant for analyzing the implementation of good governance principles at the Bandung City Youth and Sports Agency because it allows researchers to assess how policy factors and the organizational environment interact in realizing effective public service governance.

C. RESEARCH METHODOLOGI

To provide a comprehensive overview of the phenomenon of good governance implementation in public service management at the Bandung City Youth and Sports Agency, this study employed qualitative descriptive techniques (Bintang Islami, 2022). This method was chosen for its ability to offer contextual understanding of the processes, actors, and policy dynamics occurring on the ground.

Research Location and Subjects

The research was conducted at the Bandung City Youth and Sports Agency (Dispora), located at Jl. Tamansari No. 76, Lb. Siliwangi, Coblong District, Bandung City. The research subjects included Dispora officials (structural officials and staff), service users (youth organizations, coaches, athletes, and sports communities), and relevant external parties such as KONI and other related agencies.

Data collection technique

Data is collected through:

- 1) In-depth interviews with key informants to obtain information regarding the implementation of good governance principles.
- 2) Observations were conducted on public service processes, interactions between officials and the public, and the use of digital service systems.
- 3) Documentation included activity reports, policy documents, and laws and regulations that serve as the operational basis for the Bandung City Youth and Sports Office.

Data Analysis Techniques

Data analysis was carried out interactively through three stages (Miles, Huberman & Saldaña, 2014):

- 1) Data reduction – selecting, focusing, and simplifying important data.
- 2) Data presentation – organizing information to make it easier to understand, for example by creating tables, matrices, or narratives.
- 3) Conclusion drawing and verification – formulating findings relevant to the research focus and verifying data validity through triangulation of sources and methods.

Data Validity

To ensure the accuracy of the researcher's interpretation of the collected data, data validity is maintained through triangulation of sources, methods, and temporalities, as well as through member verification with informants.

D. RESULT AND DISCUSSION

The use of good governance principles in the implementation of public services at the Bandung City Youth and Sports Agency (Dispora) is the main topic of this research. Based on the results of interviews, observations, and documentation studies, several main findings were obtained which can be grouped into three main aspects: (1) Transparency and Accountability, (2) Participation and Responsiveness, and (3) Effectiveness and Efficiency of Public Service Management.

Transparency and Accountability

One of the fundamental principles of effective governance, which emphasizes public access to public information, is transparency. Within the Bandung City Youth and Sports Agency (Dispora), transparency has begun to be implemented through the provision of public information on the city government's official website and on the agency's social media platforms (Arkarizki et al., 2023). The information displayed includes activity programs, sports facility usage schedules, and the mechanism for submitting sports assistance applications. However, observations indicate that not all information related to budgets, activity reports, and performance evaluation results is publicly available. This makes it difficult for the public, particularly youth organizations and sports communities, to obtain complete and up-to-date data. In terms of accountability, the Dispora has implemented a performance-based budgeting reporting system, requiring each activity to have measurable performance indicators. Furthermore, there is an internal oversight mechanism by the Bandung City Inspectorate and an annual performance evaluation. However, reporting practices still tend to be administrative and do not fully reflect the substantive achievements of public services (Rusdiana, 2021).

Analysis based on Grindle's theory (1980)

From a policy content perspective, the clarity of program objectives and standard operating procedures (SOPs) is quite good. However, in terms of implementation context, limited human resources and information technology are obstacles to achieving comprehensive accountability. This means that even though transparency and accountability policies are in place, institutional support and apparatus capacity still need to be strengthened.

Participation and Responsiveness

The principle of participation requires active community involvement in the formulation, implementation, and evaluation of public policy. Based on interviews with youth organizations and sports communities, the Bandung City Youth and Sports Agency (Dispora) has opened up opportunities for participation through public consultation forums, Musrenbang (Development Planning Consultation), and youth dialogues. However, most respondents assessed that this participation remains formal and does not address the substance of community needs. Many ideas and proposals from youth groups are not accommodated in Dispora work programs due to budget constraints or pre-established policy priorities (Fahlivi, 2022). In terms of responsiveness, Dispora has demonstrated a commitment to responding to public complaints through online complaint channels (Lapor!) and social media. However, responses to complaints often take a long time due to bureaucratic processes and inter-departmental coordination.

Grindle's theory analysis

Contextual factors of implementation, such as the power and strategies of actors, have a significant influence. The Youth and Sports Agency (Dispora) operates within a hierarchical bureaucratic structure, resulting in lengthy decision-making processes. Furthermore, political support and cross-agency coordination remain major challenges. Consequently, the organization's responsiveness has not been optimal in meeting public expectations.

Effectiveness and Efficiency of Public Services

The effectiveness of public services is measured by the extent to which they achieve their stated goals, while efficiency refers to the optimal use of resources. The Bandung City Sports

and Youth Office (Dispora) has strived to improve service effectiveness by introducing digital systems such as the Bandung City Sports Information System (SIKOBANDUNG), which facilitates online registration for sports activities and facility rentals.

This innovation demonstrates progress in the application of good governance principles, particularly in terms of efficiency and ease of access. However, its implementation is still limited to some work units, and not all employees have adequate technological skills. Furthermore, data integration between agencies remains low, resulting in some service processes being performed manually (Wijaya & Saleh 2025).

Observations indicate that efficient resource use also faces challenges due to budget and infrastructure limitations. Some sports facilities still require maintenance and modernization to ensure optimal public use.

Grindle's theory analysis:

In terms of policy content, the Youth and Sports Agency's policy reflects clear objectives and tangible benefits for the community. However, the implementation context presents challenges in terms of resource support and inter-agency coordination. This demonstrates that effective policy implementation requires synergy between a clear policy design and the ability of implementers to consistently implement it.

Supporting and Inhibiting Factors for Implementation

Supporting factors:

1. Strong leadership commitment to the principles of transparency and accountability.
2. Regulatory support, such as the Bandung Mayor's Regulation on improving the quality of public services.
3. Developments in information technology that encourage the digitalization of services.

Inhibiting factors:

1. Unequal human resource capacity in understanding the concept of good governance.
2. Lack of adequate intersectoral collaboration between KONI (Indonesian National Sports Committee), the Education Office, and the Youth and Sports Office (Dispora).
3. Budget constraints impacting facility maintenance and the implementation of youth programs.

Efforts to Improve the Implementation of Good Governance

To optimize the implementation of good governance principles, this study recommends several strategic steps:

1. Increasing the capacity of civil servants through training and fostering public service ethics.
2. Digitizing the service system as a whole to increase transparency and efficiency.
3. Strengthening coordination between departments and sectors to accelerate decision-making.
4. Encouraging substantive public participation, not just the formality of public consultations.
5. Periodic evaluation of performance and public satisfaction as a basis for policy improvement.

E. CONCLUSION

Based on the results of research conducted on the application of good governance principles in public service management at the Bandung City Youth and Sports Agency (Dispora), the following main conclusions can be drawn:

The implementation of good governance principles within the Bandung City Youth and Sports Agency (Dispora) has been quite successful, particularly in terms of transparency, accountability, and service efficiency. Dispora has utilized information technology as a means

of online publication and service delivery, and implemented a results-based performance reporting system. Public participation in the process of formulating and evaluating public policies still needs to be strengthened. Activities such as youth dialogue forums and Musrenbang (Regional Development Planning Forums) have created opportunities for participation, but have not yet fully bridged the gap between community needs and established policies. The main obstacles to the implementation of good governance include uneven human resource capacity, budget constraints, weak cross-sectoral coordination, and a lack of integration of service information systems. These conditions indicate that policy implementation is not fully effective due to the influence of contextual factors and bureaucratic structure.

Grindle's (1980) policy implementation theory has proven relevant for analyzing the dynamics of good governance implementation. The clear content of policy factors still need to be balanced by a supportive context of implementation, such as institutional support, leadership, and community participation. Efforts to improve the implementation of good governance need to be focused on:

- 1) Strengthening the capacity of civil servants through training and competency development.
- 2) Expanding the digitalization of public services to increase transparency and efficiency.
- 3) Increasing public involvement in policy decision-making.
- 4) Building more synergistic coordination between government agencies and external partners.

Thus, it can be confirmed that the implementation of good governance principles in public service management at the Bandung City Youth and Sports Agency (Dispora) is still in its infancy. Continuous improvement is essential to achieving effective, clean, and public-service-oriented regional governance.

To strengthen the implementation of good governance principles, this study offers several practical recommendations: The Bandung City Youth and Sports Agency needs to improve public communication through digital platforms to facilitate public access to service information; the local government should allocate sufficient funding for staff training and information system development; internal oversight institutions need to strengthen performance audit mechanisms based on results, not just administrative compliance; and further research assessing the effectiveness of Dispora policies from the perspective of service users is needed to obtain more comprehensive empirical input.

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