



IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES IN PUBLIC SERVICE REFORM: CHALLENGES, ADAPTIVE STRATEGIES, AND IMPACTS

Imran Al ucok Nasution¹, Marihot Manullang²

^{1,2}Universitas Lancang Kuning, Indonesia

ARTICLE INFO

Article history:

Received April 02, 2026

Revised April 15, 2026

Accepted May 25, 2026

Available online June 11, 2026

Keywords:

Good Governance;
Government, Service Public,
Transparency; Accountability,
Bureaucratic Reform



This is an open access article under the [CC BY-SA](https://creativecommons.org/licenses/by-sa/4.0/) license.

Copyright © 2022 by Author. Published by CV Putra Publisher

ABSTRACT

Good principle governance good governance is a key agenda in the transformation of contemporary public administration in Indonesia. Along with the dynamics of regional autonomy and demands for open information, the integration of the values of accountability, transparency, and participation has become a central instrument for eroding classic bureaucratic pathologies such as inefficiency, corruption, and low responsiveness. This article aims to analyze in depth the developments, systemic obstacles, acceleration strategies, and the real impact of the institutionalization of the principles of good governance on the quality of public services. Using a qualitative-descriptive approach with literature studies and regulatory reviews, this analysis found that the realization of ideal governance is often hampered by cultural resistance from officials, limited infrastructure, and suboptimal leadership commitment at the local level. However, the integration of clean governance has consistently been shown to significantly increase public trust and budget efficiency. An adaptive framework, transformative leadership, and strengthened community-based oversight are needed to realize an inclusive, accountable, and public-benefit-oriented government.

1. INTRODUCTION

The global public administration paradigm has undergone an exponential shift in recent decades. The transition from the Old Public Administration model to the Administration (OPA) rigid, hierarchical, and legalistic towards the New Public Management (NPM) which adopted efficiency sector private, now has anchored on New era Public Governance (NPG) (Siregar & Br Bukit, 2018). The NPG era positions public governance as a multi-actor collaborative arena (Akib et al., 2020). prioritize inclusivity, mark public (public value), as well as institutionalization principle- good governance governance) holistically (S. R. Siwij et al., 2023). In Indonesia, this conceptual transformation has become an existential need triggered by the demands of reform and the complexity of implementing regional autonomy policies since late 20th century (Aini et al., 2023).

The implementation of post-decentralization governance provides a broad mandate for the government to manage public affairs independently (Tulak et al., 2023). The underlying philosophy of this open governance is to bring the state closer to the people, accelerate the decision-making process, and optimize the quality of public services according to the characteristics of community needs (Anisyah & Harahap, 2023). However, empirical reality on the ground shows a wide gap between normative expectations and objective reality. Bureaucratic structures at various levels are often trapped in acute institutional pathology (Arniati et al., 2019).

This pathology manifests itself in various forms, ranging from structural inefficiency, to convoluted bureaucratic chains (ed. tape), low transparency in budget management, to high levels of corruption in basic administrative services. Public complaints about the uncertainty of business licensing fees, slow processing of public documents, and the unresponsive behavior of officials reflect that the bureaucracy still often positions itself as "the ruler" rather than as "waiter public" (Hadi et al., 2022). Condition This No only hinder social welfare, but also reduces economic competitiveness and the ease of doing business index (Lukow, 2023).

In the midst of the deadlock of conventional reform, the institutionalization of the principle of good governance substantively become a radical way out of administrative gridlock (Subekti & Pribadi, 2022). Good governance is no longer merely an adjunct to modernity, but rather a primary instrument for reengineering (business) process reengineering) governance (Fauzan et al., 2021). There is often a

* Corresponding author.

E-mail: imran-al@unilak.ac.id

misunderstanding at the policy implementation level that good governance governance A government agency is considered complete when it has established standard operating procedures (SOPs) on paper or launched a one-stop shop (Lapuente & Van de Walle, 2020). This reductionist view actually creates new problems in the form of cosmetic reforms (Pengestika et al., 2020).

True governance transformation demands comprehensive structural and cultural change. This includes shifting the way officials work from sectoral silos to collaborative networks, streamlining decision-making hierarchies to become more agile, and providing transparent access to public information to foster civil society-based oversight. Therefore, this study... deep about How principle good governance operate in level (Pandey, 2023). governance with all its institutional dynamics, cultural challenges, and acceleration strategies has become a crucial academic and practical urgency in order to realize excellent and equitable public services (Tobing et al., 2019).

2. Theoretical Review : Weberian Bureaucracy, Institutional Governance, and Good Governance

To analyze the phenomenon of the implementation of governance scientifically, an analytical tool is needed which originates from the link between classical bureaucratic theory and the concept of governance. contemporary, and the main pillars of clean governance. These three theoretical pillars provide a comprehensive understanding of the resistance of bureaucratic institutions and how new values can reconstruct these institutional structures (Mahrani & Soewarno, 2018).

Deconstruction Bureaucracy Weberian through Principle Tata Manage

Theory bureaucracy modern rooted strong on thinking sociologist German, Max Weber, regarding the ideal type of legal-rational authority. Weber formulated that an efficient bureaucracy is one run based on the principles of strict functional specialization, a hierarchical structure of positions from top to bottom, absolute adherence to impersonal written regulations, and a strict separation between personal and official assets (Khotimah et al., 2022). This Weberian model was instrumental in eliminating the practice of patrimonialism by offering legal certainty, standardization, and objectivity in service (Suhadak et al., 2019).

However, in the context of modern public administration, the advantages of the Weberian model can actually turn into a fatal weakness. The overemphasis on the legal-rational nature compliance procedural often time give birth to pathology red tape, that is A situation where formal rules are rigidly enforced, neglecting the substance of service benefits. A hierarchical structure also causes vertical communication channels to slow down decision-making. Furthermore, functional specialization creates a silo mentality where each work unit isolates itself and is reluctant to collaborate good principle governance acts as an instrument of deconstruction of the weaknesses of the Weberian model without eliminating the principles legal accountability (Andi Nimah Sulfiani, 2021). Good governance values flatten the rigidity of hierarchical structures by introducing flexibility, radical transparency, And orientation on results (Napitupulu, 2022). Matter This No only speed up process service, but Alsoeliminate subjectivity And potential abuse authority in public service (Ademe et al., 2019).

Theory New Public Governance and Partnership Multi- Actor

When the Weberian bureaucracy experienced paralysis in responding to public needs, the concept of New Public Governance (NPG) is present as an antithesis that offers a partnership-based governance paradigm. NPG sees that solving complex public problems (wicked problems) cannot be solved by the government alone (Kamaluddin, 2019). The NPG emphasizes the importance of building interorganizational networks involving dynamic collaboration between government agencies, the private corporate sector, non-governmental organizations, academics, and individual citizens (Moenta & Muslim, 2022). In the neo-institutionalist perspective, bureaucratic institutions have a natural tendency to maintain the status quo (The SMERU Research Institute, GIZ, and Blavatnik School of Government, 2023). through the path mechanism dependency a condition in which closed past behavior patterns are difficult to change even though the external environment has demanded transparency. The inclusion of good values governance trigger cultural clashes clash) between traditional bureaucratic values based on control and modern values based on openness and performance (Suhardi et al., 2023). Therefore, the success of reform

is largely determined by the ability of institutions to adapt and internalize transparency as the new norm (Naldi et al., 2021).

Description Nine Principle Main Good Governance

The United Nations Development Programme (UNDP) formulated nine main principles that must be integrated into governance in order to achieve sustainable development. sustainable And justice. Purpose make things easier mapping analytical, table following to summarize indicator operational substantive along with its manifestation in modern government administration instruments (Kurniawati et al., 2019).

Table 1. Matrix Operationalization Nine Principle Good Governance UNDP

NO	Governance Principles	Key Substantive Indicators	Real Instrument Manifestation
1	Participation	Active involvement of all levels inhabitant country in determination direction public policy without discrimination.	Musrenbang mechanism, poll digital public opinion, forum consultation.
2	Enforcement Law	The supremacy of law that is not impartial, consistent, and guaranteed protection of human rights.	Sanctions discipline ASN Which firm, independent institution supervisor internal- external.
3	Transparency	Access information public Which free, cheap, accurate, easy to understand, and on time for those who need.	PPID Portal, openness Budgeting system, publications periodic financial reports service.
4	Responsiveness	Responsiveness and speed apparatus in serving and stakeholder complaints interest.	Complaint channels (eg, REPORT!), Service Level Agreement (SLA) in SOP document.
5	Orientation Consensus	The ability to bridge egos cultural and sectoral for consensus collectively for the public interest.	Tripartite policy mediation, forum consultation cross-community and academics.
6	Justice & Inclusivity	Provision of equal opportunities for all community groups to maintain and improve his welfare.	Facility service public disability friendly, allocation targeted assistance programs specific.
7	Effectiveness & Efficiency	public resources economically and responsibly answer for the output results service maximum.	performance audit based value for money, e- Purchasing via e- Catalog.
8	Accountability	Obligation accountable for performance institutions and all the consequences policies to the public.	LAKIP Document, SAKIP, report preparation annual accountability agencies openly.

9	Vision Strategic	Outlook term long leader regarding human development and future governance directions.	RPJMD documents and Strategic Plan (Renstra) of the agency sustainable.
---	------------------	--	---

Implementation Analysis In Indonesia: Systemic Challenges And Paradoxes

Why is governance reform slow and often deadlocked? Through the lens of institutional theory, this transformation failure is caused by a web of interlocking systemic barriers at three main levels (Styrin et al., 2022):

Obstacle Structural: Fragmentation Policy And Sectoral Ego

Structurally, the Indonesian government is fragmented into autonomous agencies or ministries, each with its own budgetary authority (Zinngrebe et al., 2020). This structure has given rise to the pathology of acute sectoral egotism. In the context of public services, this sectoral ego leads to overlapping work programs (He & Cai, 2024). Agency heads often feel their performance is judged by their ability to partially launch new policies or programs in pursuit of ceremonial awards or budget absorption, without coordinating with other agencies (Styrin et al., 2022). This phenomenon results in significant state financial inefficiencies (Wahasumiah, 2022).

Obstacle Cultural: Resistance Apparatus Civil Country (ASN)

The biggest cultural barrier to institutionalizing *good governance* is resistance to change (*resistance to change*) from the state civil service itself. Manual, closed, and paternalistic work patterns have been entrenched for decades (XU, 2024). There is psychological anxiety that radical transparency will threaten the economic "comfort zone" of some officials (Moonti, 2019). In an opaque and discretionary system, bureaucrats have fertile ground for the practice of bribery and extortion. When principles of accountability and transparency begin to be tightened, passive resistance often emerges in favor of maintaining old methods deemed more personally advantageous (Widanti, 2022).

Obstacle Regulatory: Overlapping Overlap Rule And Afraid Law

From a regulatory perspective, governance is often hampered by policy inconsistencies across ministries at the central level. Regional governments and technical agencies are often confused about how to fulfill overlapping and repetitive administrative reporting obligations (Cracel Viana et al., 2022). Furthermore, there's the fear factor (Paskaleva & Cooper, 2018). Law in circles officials public For do innovation policy (Junaedi, 2023). When an agency tries to build a new breakthrough that has not been explicitly regulated in instruction technical, innovation the prone to categorized as actioabuse of authority or state losses in the event of systemic failure. This fear has led bureaucrats to prefer playing it safe (*risk-averse*) by maintaining conventional methods (Arrasyid & Helmina, 2024).

Strategy Acceleration and Solution Tata Manage Adaptive

To break through this transformational deadlock, the government can no longer rely on patchwork, linear strategies (Suhermanto et al., 2022). A holistic, radical, and adaptive governance reform blueprint is needed that addresses key dimensions (Suhartini et al., 2024):

Institutionalization Leadership Digital And Transformative

Leadership is the main determining variable (*the ultimate variable*) in bureaucratic reform. Public leaders must be able to translate the vision of governance Good governance into concrete operational policy language (Dinata et al., 2022). This institutionalization step can be strengthened by incorporating the achievements of the bureaucratic reform index and the public satisfaction index into the key performance indicators (KPI) of structural officials (Rahayu et al., 2022). If a work unit fails to achieve its transparency or accountability targets, proven to complicate access to public information, the relevant officials must accept the consequences of strict job evaluation (Puspita Sari & Suryaningsi, 2023). In this way, *good governance* changed from mere moral appeal to a binding structural obligation.

Operationalization Effectiveness Service Public

To measure the progress of the implementation of governance principles towards real output in the field, the effectiveness of public services can be formulated conceptually linearly as a function of the following governance supporting variables (Jallo et al., 2017):

$$IEP = \alpha + \beta 1 (T) + \beta 2 (A) + \beta 3 (P) - \gamma(K)$$

Where :

IEP : Public Service Effectiveness Index **Q** : Level of Public Information Transparency **A** : Level of Accountability of Civil Servant **Performance** : Index Participation Public Substantive **K** : Prevalence of Corruption and Maladministration **α, β, γ** : Sectoral Elasticity Coefficient The above equation theoretically confirms that increasing the aspects of transparency (**T**), accountability (**A**), and public participation (**P**) simultaneously will significantly increase the effectiveness of public services. Conversely, the corruption variable (**K**) acts as a destructive reducing factor that exponentially destroys achievements positive from pillars order manage other. Formula classic Robert Klitgaard 's theory of corruption also emphasizes the same point: Corruption = Monopoly + Discretion - Accountability. Therefore, reducing information monopolies and strengthening accountability are absolute prerequisites for clean governance (Fisher et al., 2020).

Impact Good Governance To Trust Public

When the principles of *good governance* successfully breaking through structural and cultural barriers, the resulting impact is not just in the form of operational efficiency internal, but A redefinition total to quality connection between country and citizens (Nhan et al., 2020).

Improvement Efficiency Fiscal And Allocation Budget Which Appropriate

Financially, the implementation of budget transparency drastically cuts down on items shopping routine Which No effective And vulnerable leakage (Thongmixay et al., 2019). Supervision public Which Strict procurement controls for goods and services minimize collusion and the manipulation of tender winners by certain officials (Pandey, 2023). The resulting fiscal efficiency savings can be diverted directly to social safety net programs, improving education quality, or building physical infrastructure that directly impacts the livelihoods of the poor.

Restoration Trust Public (Public Trust)

The ultimate impact of this entire series of reforms is the return of public trust in government institutions. For years, the public has experienced acute apathy toward bureaucracy due to its negative image. The presence of a responsive public complaints channel and the provision of guaranteed services creates a sense of ownership (Rasjidi, 2023). *of ownership* of citizens regarding the running of the wheels of government. High public trust is social capital (*social capital*) which is very valuable in strengthening tax compliance, political stability, and self-help participation in national development (Setiawan et al., 2022).

CONCLUSION

Good principle governance at all levels of government is no longer merely an option or a temporary regulatory trend, but rather an existential imperative and a determining pillar for the future of public administration in Indonesia. The principles of good governance have the revolutionary capacity to deconstruct the rigidity of the traditional Weberian bureaucratic model, break down the walls of sectoral egos, and erode the pathology of corruption that holds the nation hostage. However, this enormous potential will never be fully realized if the government remains trapped in a paradigm of cosmetic reform that only touches the outer surface without reengineering the institution's internal business processes.

Policy Recommendations

Based on discussion in on, formulated a number of recommendation strategic as follows:

1. Strengthening Integrated Performance Accountability: The government must tighten the integration of performance reporting systems that directly impact allowance cuts or job evaluations for non-transparent work units.
2. Standardization Openness Information Radical: Mandatory all over public agencies to open budget and procurement documents into easily accessible public platforms to encourage checks and balances civil society based.

3. Cultural Reform and ASN Talent Management: Developing a roadmap for transforming the bureaucracy's mentality from a ruler's mentality to a public servant's mentality through continuous integrity education and objective competency-based recruitment.
4. Deliberative Participation Channels : Opening spaces for inclusive public dialogue and protecting the critical voices of civil society in every strategic policy formulation from the planning stage.

REFERENCES

- Abdullah, A., Achmad, F. Y. N., & Mayunita, S. (2026). Transparency Of Direct Cash Assistance (BLT) Receipt Services In Bone Kainsetala Village, Bone District, Muna Regency. *Journal of Social and Society Tarombo (JSST)*, 1(1), 39-45.
- Ademe, S., Aga, F., & Gela, D. (2019). Hypertension Self-Care Practice And Associated Factors Among Patients In Public Health Facilities Of Dessie Town, Ethiopia. *Bmc Health Services Research*, 19(1), 1-9. <https://doi.org/10.1186/s12913-019-3880-0>
- Aini, R., Sihombing, M., & Ridho, H. (2023). Pengaruh Penerapan Electronic Procurement Dan Good Governance Terhadap Kinerja Pengadaan Barang/Jasa Pada Biro Pengadaan Barang Dan Jasa Sekretariat Daerah Provinsi Sumatera Utara. *Perspektif*, 12(2), 628-642.
- Akib, H., Mukmin, A., Saefullah, L., Harahap, A. S., & Bare, R. R. (2020). *Snapshot Of Inter-Regional Cooperation For Basic Public Services In The Ajatappareng Area, Indonesia*. <http://eprints.unm.ac.id/id/eprint/22681>
- Andi Nimah Sulfiani. (2021). Good Governance Penerapan Prinsip-Prinsip Good Governance Dalam Pelayanan Bpjs Kesehatan Di Kota Palopo. *Jurnal Administrasi Publik*, 17(1), 95-116. <https://doi.org/10.52316/jap.v17i1.59>
- Anisyah, S., & Harahap, R. (2023). Democratizing Public Services In Indonesia: Analysis For Mall Public Service In Palembang. *Jurnal Studi Sosial Dan Politik*, 7(2), 211-223.
- Apriyanto, M., Saefullah, A., Mubarock, W. F., Anwar, K., Ternando, A., Lumintao, J., & Ratković, N. (2026). Effectiveness of Digital Management System In Improving Employee Performance at The Mayor's Office of Parepare. *Marsiurupan: Journal Of Community Service*, 1(1), 43-51.
- Arniati, T., Puspita, D. A., Amin, A., & Pirzada, K. (2019). The Implementation Of Good Corporate Governance Model And Auditor Independence In Earnings' Quality Improvement. *Entrepreneurship And Sustainability Issues*, 7(1), 188.
- Arrasyid, A. H., & Helmina, M. R. A. (2024). Literature Review: Pengaruh Good Corporate Governance Terhadap Nilai Perusahaan. *Neraca: Jurnal Ekonomi, Manajemen Dan Akuntansi*, 2(1), 331-343.
- Cracel Viana, L., Moreira, J. A., & Alves, P. (2022). State Audit Of Public-Private Partnerships: Effects On Transparency, Auditor's Roles, And Impact On Auditee's Reactions. *Financial Accountability & Management*, 38(4), 633-660. <https://doi.org/10.1111/faam.12342>
- Dinata, M. R. K., Irhamudin, I., Monica, D., & Chansrakaeo, R. (2022). Good Governance And Local Wisdom In Law Enforcement. *Volksgeist: Jurnal Ilmu Hukum Dan Konstitusi*, 227-242. <https://doi.org/10.24090/volksgeist.v5i2.6740>
- Edu, A. L., Damanik, B., Dewi, D. A., Amin, A., & Sharlach, T. (2026). Media Learning Social Studies For Teacher Member MGMP Social Studies Sintang Regency. *Marsiurupan: Journal Of Community Service*, 1(1), 32-42.
- Fauzan, F., Arsanti, P. M. D., & Fatchan, I. N. (2021). The Effect Of Financial Distress, Good Corporate Governance, And Institutional Ownership On Tax Avoidance. *Riset Akuntansi Dan Keuangan Indonesia*, 6(2), 154-165.
- Fisher, J., Stutzman, H., Vedoveto, M., Delgado, D., Rivero, R., Quertehuari Dariquebe, W., Seclén Contreras, L., Souto, T., Harden, A., & Rhee, S. (2020). Collaborative Governance And Conflict Management: Lessons Learned And Good Practices From A Case Study In The Amazon Basin. *Society & Natural Resources*, 33(4), 538-553. <https://doi.org/10.1080/08941920.2019.1620389>
- Hadi, H., Sulistiyono, A., & Sudarwanto, A. S. (2022). Good Corporate Governance And Tender Conspiracy In Perceptions Of Business Competition In Indonesia. *Journal Of Positive School Psychology*, 11352-11356.

- He, S., & Cai, R. (2024). Negotiating The Exclusive Right To Public Schools In China's Education-Featured Gated Communities Under Multiscalar And Multidirectional Urban Entrepreneurialism. *Urban Studies*, 61(14), 2756–2777. <https://doi.org/10.1177/00420980231204714>
- Jallo, A., Mus, A. R., Mursalim, & Suryanti. (2017). Effect Of Corporate Social Responsibility, Good Corporate Governance And Ownership Structure On Financial Performance And Firm Value: A Study In Jakarta Islamic Index. *Iosr Journal Of Business And Management (Iosr-Jbm)*, 19(11), 64–75. <https://doi.org/10.9790/487x-1911026475>
- Junaedi, J. (2023). Implementation Of Village Governance Based On Principles Of Good Governance Of Public Service In Indonesia. *International Journal Of Business, Law, And Education*, 4(1), 249–266.
- Kamaluddin, S. (2019). Tata Kelola Pemerintahan Yang Baik (Good Governance) Pada Kantor Distrik Okhika Kabupaten Pegunungan Bintang. *Papua Review: Jurnal Ilmu Administrasi Dan Ilmu Pemerintahan*, 3(1), 222–228.
- Khotimah, K., Karnati, N., & Sutjipto, S. (2022). Good Governance In Education Department Indonesia: Balanced Scorecard Framework. *International Journal Of Social Science Research And Review*, 5(5), 13–22. <https://doi.org/10.47814/ijssrr.V5i5.269>
- Kurniawati, N., Lubis, A. R., Darsono, N., & Chan, S. (2019). Do Good Governance And Service Quality Mediate The Effect Of Bureaucratic Reform On Performance Of The Archival Institutions In Indonesia? *Calitatea*, 20(169), 72–80.
- Lapuenta, V., & Van De Walle, S. (2020). The Effects Of New Public Management On The Quality Of Public Services. *Governance*, 33(3), 461–475.
- Lukow, S. (2023). Eksistensi Good Governance Dalam Sistem Pemerintahan Daerah Di Kota Manado. *Jurnal Hukum Unsrat*, 1(5), 130–142. <http://repo.unsrat.ac.id/id/eprint/358>
- Mahrani, M., & Soewarno, N. (2018). The Effect Of Good Corporate Governance Mechanism And Corporate Social Responsibility On Financial Performance With Earnings Management As Mediating Variable. *Asian Journal Of Accounting Research*, 3(1), 41–60. <https://doi.org/10.1108/Ajar-06-2018-0008>
- Moenta, A. R., & Muslim, K. (2022). Penjabaran Prinsip Good Governance Dalam Penyelenggaraan Pemerintahan Daerah. *Lasinrang Law Journal*, 38–56.
- Moonti, R. Ma. (2019). Regional Autonomy In Realizing Good Governance Roy Marthen Moonti. *Substantive Justice, International Jurnal Of Law*, 2(1), 43–53.
- Naldi, A., Herdiansyah, H., & Saraswati Putri, L. G. (2021). Good Governance Role For A Sustainable Solid Waste Management In Rural Community. *Iop Conference Series: Earth And Environmental Science*, 819(1), 012033. <https://doi.org/10.1088/1755-1315/819/1/012033>
- Napitupulu, B. (2022). Supreme Court Decisions On Public Information And Personal Data Protection. *Indonesia Private Law Review*, 3(1), 25–40. <https://doi.org/10.25041/iplr.V3i1.2559>
- Nhan, J., Bowen, K., & Bartula, A. (2020). A Comparison Of A Public And Private University Of The Effects Of Low-Cost Streaming Services And Income On Movie Piracy. *Technology In Society*, 60, 101213. <https://doi.org/10.1016/J.Techsoc.2019.101213>
- Pandey, J. K. (2023). Public Trust And Collaborative E-Governance Performance: A Study On Government Institutions And Services. *Transforming Government: People, Process And Policy*, 17(4), 510–531. <https://doi.org/10.1108/Tg-08-2023-0113>
- Panjaitan, L., Simbolon, J. M. A., Mobo, F. D., & Purba, A. A. (2026). The Impact of Socioeconomic Differences on Multicultural Learning Experiences in School Base: Studies Case Wrong One Elementary School in Indonesia. *Journal of Social and Society Tarombo (JSST)*, 1(1), 1–10.
- Paskaleva, K., & Cooper, I. (2018). Open Innovation And The Evaluation Of Internet-Enabled Public Services In Smart Cities. *Technovation*, 78, 4–14. <https://doi.org/10.1016/J.Technovation.2018.07.003>
- Pengestika, O., Bulkani, B., & Wibowo, N. E. (2020). Budaya Birokrasi Dalam Mewujudkan Good Governance Di Sekretariat Daerah Provinsi Kalimantan Tengah. *Pencerah Publik*, 7(1), 11–21. <https://doi.org/10.33084/Pencerah.V7i1.1378>

- Prabonto, A., Sa'ban, L. A., Wijaya, A. A. M., Munthe, M. N. B., & Panigrahi, R. R. (2026). Baubau City Transportation Department Strategy Towards Regulation And Supervision Of Illegal Parkingin Baubau City. *Journal of Social and Society Tarombo (JSST)*, 1(2), 58-68.
- Puspita Sari, V., & Suryaningsi, S. (2023). Education For Indonesian Citizens: From Good Citizens To Active Citizens. *Asian Journal Of Social And Humanities*, 1(10), 695-706. <https://doi.org/10.59888/Ajosh.V1i10.73>
- Rahayu, A. Y. S., Puji Rahmayanti, K., Mahendra, W., & Amania Afra, S. (2022). Performance Evaluation Of Public Service Mall (Mall Pelayanan Publik) In Indonesia Using The Balanced Scorecard. *Policy & Governance Review*, 6(2), 123. <https://doi.org/10.30589/Pgr.V6i2.570>
- Rasjidi, F. (2023). The Gratification Of Sexual Services In Corruption Offenses. *Journal Of Law And Sustainable Development*, 11(8), E1431. <https://doi.org/10.55908/Sdgs.V11i8.1431>
- Saadoon, A. R., Sharlach, T. M., Al, J. A. A. J., & Nasution, I. A. U. (2026). The Ur III Governor Ur-Mes and Urusagrig from an Iraqi Perspective. *Journal of Social and Society Tarombo (JSST)*, 1(2), 46-57.
- Septiwiharti, D., Purba, Y. O., Sadat, A., Shaikh, Z. H., & Mardina, D. (2026). Empowerment Public DTW Bantimurung Based Language English in Bantimurung District, Maros Regency, South Sulawesi. *Marsiurupan: Journal Of Community Service*, 1(1), 22-31.
- S. R. Siwij, D., B. Kairupan, S., & G. P. Gurning, A. (2023). Public Services At The Population And Civil Registration Office Of Minahasa Regency. *Iapa Proceedings Conference*, 195. <https://doi.org/10.30589/Proceedings.2023.888>
- Setiawan, S., Suryadi, S., & Satibi, I. (2022). Collaborative Governance Model Of Drinking Water Supply And Services In Tangerang District: Study Of Public Private Partnership (Ppp) Between Tangerang Regency Government And Pt. Aetra Air Tangerang. *Webology*, 19(2), 1230-1243.
- Siregar, N. B., & Br Bukit, R. (2018). Impact Of Corporate Social Responsibility And Company Size On Corporate Financial Performance With Good Corporate Governance As Moderating Variable. *Proceedings Of The 1st Economics And Business International Conference 2017 (Ebic 2017)*. <https://doi.org/10.2991/Ebic-17.2018.37>
- Styrin, E., Mossberger, K., & Zhulin, A. (2022). Government As A Platform: Intergovernmental Participation For Public Services In The Russian Federation. *Government Information Quarterly*, 39(1), 101627. <https://doi.org/10.1016/J.Giq.2021.101627>
- Subekti, D., & Pribadi, U. (2022). The Implication Of Bureaucratic Reform Of Public Services On Citizen Trust And Satisfaction: Case Study In Department Of Population And Civil Registration Merangin Regency, Jambi Province. *Kolaborasi: Jurnal Administrasi Publik*, 8(3), 271-287. <https://doi.org/10.26618/Kjap.V8i3.9018>
- Suhadak, S., Kurniaty, K., Handayani, S. R., & Rahayu, S. M. (2019). Stock Return And Financial Performance As Moderation Variable In Influence Of Good Corporate Governance Towards Corporate Value. *Asian Journal Of Accounting Research*, 4(1), 18-34. <https://doi.org/10.1108/Ajar-07-2018-0021>
- Suhardi, U. U., Pribadi, U., & Losi, Z. (2023). The Effects Of Good Governance Principles: Accountability, Transparency, And Participation On Public Trust In Village Funds Management. *International Journal Of Social Science And Business*, 7(4), 1050-1060.
- Suhartini, D., Tjahjadi, B., & Fayanni, Y. (2024). Impact Of Sustainability Reporting And Governance On Firm Value: Insights From The Indonesian Manufacturing Sector. *Cogent Business And Management*, 11(1). <https://doi.org/10.1080/23311975.2024.2381087>
- Suhermanto, D. F., Roziqin, A., Sihidi, I. T., Indrawan, T., & Rahmawati, Y. (2022). Formulating Integrated Public Services In Batu City: A Preliminary Study. *Journal Of Governance And Public Policy*, 9(2), 82-95. <https://eprints.umm.ac.id/id/eprint/329>
- The Smeru Research Institute, Giz, And Blavatnik School Of Government, U. Of O. (2023). *Analysis Of Digital Skills Development In The Public Sector In Indonesia*. 1-100.
- Thongmixay, S., Essink, D. R., Greeuw, T. De, Vongxay, V., Sychareun, V., & Broerse, J. E. W. (2019). Perceived Barriers In Accessing Sexual And Reproductive Health Services For Youth In Lao People's Democratic Republic. *Plos One*, 14(10), E0218296. <https://doi.org/10.1371/Journal.Pone.0218296>
- Tobing, R. A., Zuhrotun, Z., & Rusherlistyani, R. (2019). Pengaruh Kinerja Keuangan, Ukuran Perusahaan,

- Dan Good Corporate Governance Terhadap Pengungkapan Sustainability Report Pada Perusahaan Manufaktur Yang Terdaftar Dalam Bursa Efek Indonesia. *Reviu Akuntansi Dan Bisnis Indonesia*, 3(1), 102–123.
- Tulak, A., Maldun, S., & Zainal, N. (2023). Penerapan Prinsip Good Governance Dalam Pelayanan Publik Pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu Kota Makassar. *Publician: Journal Of Public Service, Public Policy, And Administrastion*, 2(2). <https://doi.org/10.56326/jp.V2i2.2381>
- Wahasusmiah, R. (2022). Penerapan Good Governance Dalam Laporan Kinerja Instansi Pemerintah (Lkjip) Pada Pemerintahan Daerah Provinsi Sumatera Selatan. *Penerapan Good Governance Dalam Laporan Kinerja Instansi Pemerintah (Lkjip) Pada Pemerintahan Daerah Provinsi Sumatera Selatan*. <http://eprints.binadarma.ac.id/id/eprint/11098>
- Widanti, N. P. T. (2022). Konsep Good Governance Dalam Perspektif Pelayanan Publik: Sebuah Tinjauan Literatur. *Jurnal Abdimas Peradaban*, 3(1), 73–85. <https://doi.org/10.54783/ap.V3i1.11>
- Widodo, U., Maku, H., Mujiyanto, M., Shadikah, A. A., & Banjarnahor, D. N. (2026). Strengthening the Buddhist Community Economy Through the Development of Sustainable Durian Plantations Based on Religious Values. *Marsiurupan: Journal Of Community Service*, 1(1), 13-21.
- Xu, A. Z. (2024). Segregation And The Spatial Externalities Of Inequality: A Theory Of Interdependence And Public Goods In Cities. *American Political Science Review*, 118(3), 1431–1448. <https://doi.org/10.1017/S0003055423000722>
- Zinngrebe, Y., Borasino, E., Chiputwa, B., Dobie, P., Garcia, E., Gassner, A., Kihumuro, P., Komarudin, H., Liswanti, N., Makui, P., Plieninger, T., Winter, E., & Hauck, J. (2020). Agroforestry Governance For Operationalising The Landscape Approach: Connecting Conservation And Farming Actors. *Sustainability Science*, 15(5), 1417–1434. <https://doi.org/10.1007/S11625-020-00840-8>