

Enhancing Responsive Public Service Delivery Through Good Governance Principles: Evidence From North Banjarmasin District, Indonesia

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ABSTRACT:

Responsive public service delivery has become a fundamental benchmark for evaluating government performance and strengthening public trust in local governance. The successful implementation of Good Governance principles is expected to improve service quality by promoting transparency, accountability, responsiveness, effectiveness, and citizen-oriented administration. This study aims to examine the implementation of Good Governance principles in public service delivery at the North Banjarmasin District Office, Indonesia. A qualitative descriptive approach was employed using observations, semi-structured interviews, and document analysis. The participants consisted of district government officials, service personnel, and citizens who had recently accessed administrative services. Data were analyzed through thematic analysis to identify key patterns associated with governance practices and service responsiveness. The findings

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indicate that public services in North Banjarmasin District have generally reflected the core principles of Good Governance. The implementation of standardized operating procedures, transparent service standards, digital service innovations, complaint-handling mechanisms, and periodic public satisfaction surveys has contributed to improving service quality and administrative efficiency. Nevertheless, several challenges remain, including limited public understanding of administrative requirements, inconsistencies in accessing service information, and infrastructure constraints that occasionally reduce service effectiveness. These findings suggest that strengthening public communication, expanding digital governance initiatives, and continuously improving institutional capacity are essential for achieving more responsive and citizen-centered public services. This study contributes to the growing body of literature on local governance by providing empirical evidence on how Good Governance principles are operationalized in district-level public administration within the Indonesian context and offers practical recommendations for improving sustainable public service delivery.

Keywords: Good Governance; Public Service Delivery; Responsiveness; Local Government; Citizen Satisfaction; Indonesia.

1. Introduction

Public service delivery has become one of the primary indicators of government performance because it directly reflects the government's ability to fulfill citizens' rights and strengthen public trust. High-quality public services not only improve administrative efficiency but also contribute to democratic governance, institutional legitimacy, and sustainable development (Osborne, 2021; OECD, 2016). Consequently, governments around the world have shifted from traditional bureaucratic administration toward citizen-centered governance that emphasizes transparency, accountability, participation, responsiveness, effectiveness, and efficiency (UNDP, 1997).

Good Governance has emerged as one of the most influential paradigms in contemporary public administration. According to UNDP (1997), Good Governance refers to the exercise of political, economic, and administrative authority in managing public affairs through principles of participation,

transparency, accountability, responsiveness, effectiveness, equity, and the rule of law. Similarly, the OECD (2016) argues that governments implementing Good Governance principles tend to achieve higher public trust, better institutional performance, and more responsive public services. Therefore, Good Governance is no longer viewed merely as a normative concept but as a strategic framework for improving public sector performance and strengthening democratic institutions (Mungiu-Pippidi, 2020).

In Indonesia, the implementation of Good Governance has become an important agenda in public administration reform, particularly following the enactment of Law Number 25 of 2009 concerning Public Services. This regulation obliges every public institution to provide services that are transparent, accountable, accessible, equitable, and oriented toward citizen satisfaction (Republic of Indonesia, 2009). Furthermore, the decentralization policy has expanded the responsibilities of local governments in delivering

public services, making district governments (kecamatan) the frontline institutions responsible for ensuring effective administrative services for citizens (Dwiyanto, 2017).

Previous studies have demonstrated that Good Governance significantly influences public service quality. For instance, Lapuente and Van de Walle (2020) found that transparency and accountability improve citizens' trust in government institutions, while Cepiku and Mastrodascio (2021) emphasized that organizational responsiveness enhances citizen satisfaction with local public services. Likewise, Kim and Lee (2022) reported that digital governance initiatives improve administrative efficiency when supported by accountable institutional practices. These studies collectively indicate that Good Governance serves as an important determinant of responsive public service delivery.

Despite considerable progress, empirical evidence also suggests that many local governments continue to experience challenges in implementing Good Governance effectively. Limited institutional capacity, inadequate dissemination of service information, administrative complexity, and unequal access to digital services remain common barriers affecting service quality (Bouckaert & Jann, 2020; Cepiku & Mastrodascio, 2021). These challenges are particularly relevant in developing countries, where local governments often face increasing public expectations alongside limited organizational resources.

North Banjarmasin District represents an important case for examining the implementation of Good Governance within local government administration. As one of the administrative districts in Banjarmasin City, South Kalimantan, the district serves a rapidly growing urban population with increasingly diverse administrative needs. The KKL report indicates that the district has experienced growing demands for efficient public services due to population growth, urban expansion, and increasing socioeconomic activities. Consequently, improving service responsiveness

has become an important priority for district administration.

Field findings further indicate that the district government has implemented various initiatives to improve service quality, including Standard Operating Procedures (SOPs), public service standards, digital service applications, complaint-handling mechanisms, and periodic Community Satisfaction Surveys (Survei Kepuasan Masyarakat). These initiatives demonstrate institutional efforts to strengthen transparency, accountability, and responsiveness in accordance with Good Governance principles.

Nevertheless, several challenges remain. The findings reveal that many citizens still experience difficulties in understanding administrative requirements, while frontline officers frequently encounter incomplete documentation submitted by service users. In addition, some citizens remain unfamiliar with the administrative authority of district offices, resulting in inefficiencies during service delivery. These findings suggest that improving public services requires not only administrative reforms but also stronger public communication, institutional learning, and citizen engagement.

Although previous studies have extensively examined Good Governance and public service quality, relatively few have explored how Good Governance principles are operationalized at the district government level by simultaneously considering the perspectives of government officials, frontline officers, and citizens. Furthermore, limited empirical evidence is available from local governments in South Kalimantan. Therefore, this study aims to analyze how Good Governance principles are implemented in responsive public service delivery at North Banjarmasin District, Indonesia, while identifying institutional challenges and opportunities for improving citizen-centered governance.

2. Methodology

This study employed a qualitative descriptive research design to explore the implementation of Good Governance principles

in responsive public service delivery at the North Banjarmasin District Office, Banjarmasin City, South Kalimantan, Indonesia. A qualitative approach was considered appropriate because it enables researchers to obtain a comprehensive understanding of social phenomena through participants' experiences, perceptions, and interactions within their natural settings (Creswell & Poth, 2018). Rather than measuring relationships among variables statistically, this study sought to interpret how Good Governance principles were practiced in everyday public service delivery and how these practices were perceived by both government officials and citizens.

The research was conducted at the North Banjarmasin District Office, one of the district administrative institutions under the Government of Banjarmasin City. The district was selected purposively because it has implemented various governance initiatives, including standardized public service procedures, digital service applications, complaint-handling mechanisms, and periodic Community Satisfaction Surveys (*Survei Kepuasan Masyarakat*), making it an appropriate setting for investigating the implementation of Good Governance in local public administration. According to the fieldwork schedule, data collection was conducted during the *Kuliah Kerja Lapangan* (KKL) program from 13 to 18 July 2026, while report preparation and data organization continued until the end of July 2026.

Participants were selected using purposive sampling, whereby informants were chosen based on their direct involvement in public service delivery and their ability to provide relevant information regarding governance practices (Patton, 2015). Three categories of participants were involved in this study: (1) district government officials responsible for policy implementation and service management, (2) frontline public service staff directly interacting with citizens, and (3) community members who had recently received administrative services at the district office. These participants represented both service providers and service users, thereby enabling a

more comprehensive understanding of public service responsiveness. The selection of these participant groups follows the fieldwork design documented in the KKL report.

Data were collected through semi-structured interviews, non-participant observations, and document analysis, allowing methodological triangulation to enhance research credibility (Lincoln & Guba, 1985). Semi-structured interviews were conducted using an interview guide that focused on five major aspects: (1) implementation of public service delivery, (2) application of Good Governance principles, (3) institutional policies supporting service quality, (4) challenges encountered during service provision, and (5) strategies for improving responsive public services. Observations were undertaken during daily service activities to examine interactions between public officials and citizens, service procedures, administrative workflows, and the physical service environment. In addition, document analysis included Standard Operating Procedures (SOPs), public service standards, regulatory documents, Community Satisfaction Survey reports, and other institutional documents relevant to governance implementation. These data collection techniques are consistent with those described in the KKL report.

Data analysis followed the thematic analysis framework proposed by Braun and Clarke (2006). First, all interview recordings and field notes were transcribed and repeatedly reviewed to achieve data familiarization. Second, meaningful statements related to governance implementation and public service delivery were systematically coded. Third, similar codes were grouped into broader themes representing the implementation of Good Governance principles, including transparency, accountability, responsiveness, effectiveness, efficiency, and service innovation. Fourth, the emerging themes were interpreted by comparing empirical findings with previous studies and the theoretical framework of Good Governance. Finally, the findings were synthesized into an integrated narrative explaining how governance practices

influenced responsive public service delivery in the study context.

To ensure the trustworthiness of the findings, this study applied the four criteria proposed by Lincoln and Guba (1985): credibility, transferability, dependability, and confirmability. Credibility was strengthened through methodological triangulation by comparing evidence obtained from interviews, observations, and institutional documents. Transferability was achieved by providing a detailed description of the research context, participant characteristics, and institutional setting. Dependability was enhanced by maintaining a transparent documentation process throughout data collection and analysis, while confirmability was ensured by grounding interpretations in empirical evidence rather than personal assumptions. These procedures increased the rigor and reliability of the qualitative findings.

3. Results and Discussion

3.1. Transparency as the Foundation of Responsive Public Service Delivery

Transparency constitutes one of the most fundamental principles of Good Governance because it ensures that citizens have adequate access to information regarding government policies, administrative procedures, service standards, and decision-making processes. Within the context of public administration, transparency is not merely associated with information disclosure but also reflects the government's commitment to openness, accountability, and public participation. According to the United Nations Development Programme (UNDP, 1997), transparency enables citizens to obtain accurate, timely, and understandable information, thereby reducing information asymmetry between public institutions and service users. Likewise, the Organisation for Economic Co-operation and Development (OECD, 2016) argues that transparency strengthens institutional legitimacy by increasing citizens' confidence in

governmental decision-making processes. Consequently, transparency has become one of the essential dimensions for evaluating the quality of responsive public service delivery in democratic governance (Osborne, 2021).

The findings of this study demonstrate that the North Banjarmasin District Office has incorporated transparency into various aspects of public service administration. One of the most notable governance practices is the implementation of Standard Operating Procedures (SOPs) and officially established Public Service Standards that regulate administrative processes, service duration, document requirements, service fees, complaint mechanisms, and service responsibilities. These standards are publicly displayed within the service office and disseminated through official digital platforms, allowing citizens to understand service procedures before submitting administrative requests. This finding indicates that transparency has been institutionalized as an operational mechanism rather than merely a regulatory obligation.

The implementation of transparent service standards reflects the government's effort to minimize uncertainty and administrative discretion during service delivery. By providing clear procedural guidance, citizens are able to prepare the required documents before visiting the district office, thereby reducing processing delays and administrative misunderstandings. Such practices correspond with the argument proposed by Grimmelikhuijsen and Meijer (2014), who state that transparent information enhances procedural fairness because citizens are better informed about governmental decisions and administrative expectations. Furthermore, transparent administrative procedures reduce opportunities for maladministration and strengthen public confidence in government institutions (Bovens, 2007).

An important finding emerging from this research is that transparency at the North Banjarmasin District Office extends beyond information disclosure toward participatory governance. Prior to the formal adoption of

service standards, the district government organizes public hearings involving representatives from local communities, academics, youth organizations, civil society organizations, and other relevant stakeholders. Through these consultation forums, citizens are provided opportunities to express opinions, identify administrative challenges, and propose improvements to existing service procedures. According to district officials, this participatory mechanism ensures that service standards are developed based on community needs rather than solely through bureaucratic considerations.

This finding supports the theoretical perspective proposed by Fung (2015), who argues that transparency becomes more meaningful when accompanied by participatory decision-making processes. Merely publishing administrative information is insufficient if citizens are excluded from policy formulation. Instead, governments should establish collaborative mechanisms allowing citizens to influence institutional decisions. Similarly, Ansell and Gash (2008) explain that collaborative governance enhances policy legitimacy because public participation improves mutual trust between government institutions and society. Therefore, transparency observed in North Banjarmasin District represents a multidimensional governance practice encompassing both information accessibility and stakeholder engagement.

Another significant indicator of transparency identified during this study concerns the utilization of digital communication platforms for disseminating service information. Interview data indicate that the district government actively employs its official website, social media accounts, and electronic information systems to communicate administrative requirements, service schedules, announcements, and policy updates. Digital communication has become increasingly important because citizens frequently seek administrative information before physically visiting government offices. By expanding digital information channels, the district government attempts to reduce unnecessary visits, shorten administrative waiting

times, and improve service accessibility for the wider community.

The integration of digital platforms into public administration reflects the broader transformation toward Digital Governance, where information technology serves as an instrument for improving government transparency and citizen engagement. Mergel, Ganapati, and Whitford (2021) argue that digital governance contributes significantly to public sector innovation by facilitating rapid information exchange, improving administrative efficiency, and strengthening government responsiveness. Likewise, OECD (2020) emphasizes that digital government enhances transparency by enabling citizens to access public information anytime and from any location, thereby reducing bureaucratic barriers traditionally associated with face-to-face administrative services.

Nevertheless, the empirical findings reveal that transparency implementation continues to encounter practical challenges. Although official information is publicly available, frontline officers reported that many citizens still arrive without complete administrative documents or possess limited understanding regarding district administrative authority. Several citizens mistakenly submit requests that should be processed by other governmental institutions, resulting in repeated administrative procedures and additional waiting time. District officers explained that these misunderstandings frequently delay service completion despite the availability of publicly accessible service information.

These findings indicate that transparency should not be interpreted solely as the publication of information but also as the effectiveness of governmental communication. Information can only contribute to responsive public service when it is understood and utilized by citizens. This observation supports the findings of Cepiku and Mastrodascio (2021), who conclude that transparent governance requires continuous interaction between governments and citizens to ensure that public information is

comprehensible, accessible, and responsive to community needs. Accordingly, governments should continuously evaluate communication strategies rather than assuming that information dissemination automatically produces informed citizens.

The perspectives expressed by community participants further reinforce this interpretation. Most respondents acknowledged that district officers were willing to provide explanations regarding administrative procedures whenever citizens experienced difficulties. Citizens appreciated officers' friendliness and openness in explaining document requirements, processing stages, and estimated service completion time. Such interactions contribute positively to citizens' perceptions of governmental transparency because information is delivered directly through interpersonal communication in addition to written regulations.

From the perspective of Public Service Logic, transparency should be viewed as a relational process rather than merely an administrative function (Osborne, 2021). Public value is created through interactions between service providers and service users, meaning that transparency is achieved not only by making information available but also by ensuring meaningful communication that enables citizens to understand and utilize governmental services effectively. Therefore, interpersonal communication between public officials and citizens constitutes an integral component of transparent governance.

Overall, the findings demonstrate that transparency has become one of the strongest dimensions of Good Governance implemented at the North Banjarmasin District Office. The existence of standardized service procedures, publicly available administrative information, stakeholder participation through public hearings, digital communication platforms, and direct communication between officers and citizens collectively reflects substantial progress toward responsive public service delivery. Nevertheless, transparency remains an evolving process that requires continuous improvement in

public communication strategies, digital literacy, and administrative education for citizens. Strengthening these aspects will not only improve service efficiency but also reinforce public trust, institutional legitimacy, and sustainable local governance.

3.2. Accountability as a Pillar of Good Governance in Public Service Delivery

Accountability is widely recognized as one of the core principles of Good Governance because it ensures that public institutions remain answerable for their decisions, actions, and service performance. In public administration, accountability extends beyond compliance with legal regulations; it also encompasses institutional responsibility to deliver services that are transparent, efficient, equitable, and responsive to citizens' expectations (Bovens, 2007). Governments are expected to establish mechanisms through which their performance can be evaluated, monitored, and continuously improved. Consequently, accountability functions as an essential mechanism for strengthening public trust while simultaneously promoting institutional legitimacy and organizational effectiveness (Osborne, 2021).

Within the framework of Good Governance, accountability refers to the obligation of public officials to explain and justify administrative decisions to citizens and other stakeholders (UNDP, 1997). OECD (2016) further emphasizes that accountable public institutions create a governance environment in which administrative decisions are supported by transparent procedures, measurable performance indicators, and effective evaluation mechanisms. Therefore, accountability should not be interpreted merely as reporting activities but rather as an institutional commitment to continuously improve public service quality through systematic monitoring and evidence-based decision-making.

The findings of this study indicate that accountability has been institutionalized within the North Banjarmasin District Office through various administrative and managerial practices. One of the most significant manifestations of

accountability is the implementation of Standard Operating Procedures (SOPs) and officially established Public Service Standards governing every administrative process. These documents define service requirements, processing procedures, completion time, service costs, responsibilities of public officials, and complaint-handling mechanisms. District officials explained that every public service activity must follow these standardized procedures to ensure consistency, fairness, and legal certainty for all citizens. The existence of these operational standards demonstrates that accountability has become an integral component of institutional governance rather than merely an administrative requirement.

The implementation of standardized administrative procedures contributes significantly to reducing discretionary decision-making among public officials. Citizens receive equal treatment because service delivery follows predetermined regulations rather than personal judgments or informal practices. Such institutional arrangements correspond with the argument proposed by Bovens (2007), who asserts that accountability enhances organizational legitimacy by ensuring that administrative decisions are based on publicly recognized rules rather than arbitrary authority. Similarly, Christensen and Lægreid (2011) argue that accountability mechanisms strengthen institutional credibility because they establish clear boundaries regarding the authority and responsibilities of public officials.

Another important finding concerns the integration of Community Satisfaction Surveys (Survei Kepuasan Masyarakat SKM) into the district's governance system. According to the interviews, the district government periodically conducts SKM to evaluate citizens' perceptions of service quality, administrative efficiency, officer professionalism, and overall satisfaction. Survey findings are documented, analyzed, and subsequently discussed during internal evaluation meetings as part of organizational performance improvement. Rather than functioning merely as a formal administrative obligation, the survey serves as an empirical basis for identifying

weaknesses and developing corrective actions in future service delivery.

The incorporation of citizen feedback into organizational evaluation reflects a modern understanding of public sector accountability. Osborne (2021) explains that contemporary public administration has shifted from bureaucratic accountability, which primarily focuses on compliance with regulations, toward performance accountability, where institutional success is measured by the value created for citizens. Under this perspective, governments are expected to evaluate service outcomes from the viewpoint of service users rather than relying exclusively on internal administrative indicators. Therefore, the utilization of Community Satisfaction Surveys by the North Banjarmasin District Office illustrates an organizational commitment to evidence-based governance and citizen-centered service improvement.

The findings further reveal that accountability is strengthened through regular internal coordination and supervision conducted by district leadership. Interviews with government officials indicate that service implementation is periodically monitored to ensure compliance with applicable regulations and established performance standards. Administrative problems identified during daily operations are discussed collectively, enabling the institution to formulate immediate corrective measures before deficiencies affect service quality. Such internal monitoring mechanisms demonstrate that accountability is embedded within organizational management rather than being limited to external reporting obligations.

These findings are consistent with the concept of organizational accountability, which emphasizes continuous institutional learning through supervision, evaluation, and adaptive management (Dubnick & Frederickson, 2011). Effective accountability systems encourage organizations to identify operational weaknesses proactively and transform evaluation findings into opportunities for organizational improvement. Consequently, accountability becomes an ongoing governance process rather

than a retrospective assessment of administrative performance.

An equally important dimension identified during this study concerns the accountability of frontline public officials in their interactions with citizens. Community participants consistently described district officers as courteous, communicative, and willing to explain administrative procedures whenever difficulties arose. Officers demonstrated responsibility by providing detailed information regarding document requirements, administrative processes, and expected service completion times. These interpersonal interactions significantly contributed to citizens' positive perceptions of governmental accountability because officials not only completed administrative tasks but also ensured that service users understood each stage of the service process.

From the perspective of New Public Service, accountability extends beyond hierarchical responsibility toward responsiveness to citizens as democratic stakeholders (Denhardt & Denhardt, 2015). Public officials are accountable not only to supervisors or governmental regulations but also to the citizens they serve. Consequently, accountability is reflected through respectful communication, ethical conduct, professionalism, and the willingness to provide assistance during administrative interactions. The empirical evidence from North Banjarmasin District supports this theoretical perspective, indicating that accountability is expressed through both institutional mechanisms and the everyday behavior of frontline service providers.

Despite these positive governance practices, the study also identifies several challenges affecting accountability implementation. Frontline officers reported that incomplete documentation submitted by citizens frequently delays administrative processing, thereby increasing workload and reducing operational efficiency. Furthermore, some community members remain unfamiliar with the administrative responsibilities of district offices,

resulting in requests that fall outside the institution's legal authority. These conditions occasionally generate public dissatisfaction despite officers' adherence to established procedures.

These findings suggest that accountability should not be viewed exclusively as the responsibility of government institutions. Effective public service delivery also requires active citizen participation in fulfilling administrative obligations. As argued by Bryson, Crosby, and Bloomberg (2014), public value is co-created through collaborative relationships between governments and citizens. Therefore, improving accountability requires strengthening administrative literacy among community members while simultaneously enhancing institutional communication regarding service procedures and legal responsibilities.

Furthermore, the findings indicate that accountability at the North Banjarmasin District Office is closely associated with transparency and responsiveness. Transparent administrative procedures enable citizens to monitor government performance, while responsive communication allows public officials to explain institutional decisions and resolve service-related problems effectively. These governance dimensions reinforce one another, creating an integrated accountability system that contributes to improved public trust and service quality. This observation supports the argument of Lapuente and Van de Walle (2020), who found that accountability, transparency, and responsiveness collectively determine citizens' confidence in public institutions.

Overall, this study demonstrates that accountability has been implemented effectively through standardized administrative procedures, performance monitoring, Community Satisfaction Surveys, internal supervision, and responsible interactions between public officials and citizens. These governance mechanisms have contributed positively to strengthening institutional credibility and improving the responsiveness of public service delivery. Nevertheless, further improvements remain

necessary, particularly in enhancing citizens' administrative literacy, expanding public communication strategies, and strengthening digital governance systems to support evidence-based public administration. Such efforts will reinforce the sustainability of Good Governance practices and further improve citizen-centered public services at the local government level.

3.3. Responsiveness and Citizen-Oriented Public Service Delivery

Responsiveness is widely recognized as one of the most important dimensions of Good Governance because it reflects the ability of government institutions to identify, understand, and respond promptly to citizens' needs and expectations. Unlike traditional bureaucratic systems that emphasize procedural compliance, responsive governance focuses on delivering services that are timely, accessible, adaptive, and oriented toward solving citizens' problems (Denhardt & Denhardt, 2015). Within this framework, public officials are expected not only to execute administrative procedures but also to demonstrate empathy, professionalism, and flexibility in addressing diverse public demands. Consequently, responsiveness has become an essential indicator of public service quality and institutional performance in democratic governance (Osborne, 2021).

The findings of this study indicate that responsiveness has become one of the strongest governance dimensions implemented at the North Banjarmasin District Office. Interviews with district officials revealed that frontline officers consistently prioritize prompt service delivery while ensuring that administrative procedures remain consistent with applicable regulations. Officers explained that every citizen requesting administrative services receives guidance throughout the service process, particularly when applicants encounter difficulties in completing administrative requirements. Rather than simply rejecting incomplete applications, officers provide explanations regarding missing documents and assist citizens in understanding the necessary procedures. This practice demonstrates that

responsiveness is manifested not only through service speed but also through the willingness of public officials to facilitate problem-solving during service delivery.

Community members who participated in this study also expressed positive perceptions regarding the responsiveness of district officials. Most respondents emphasized that officers were polite, communicative, and willing to answer questions concerning administrative procedures. Citizens appreciated the officers' readiness to provide additional explanations whenever administrative requirements were unclear. Such interactions contributed to positive service experiences because citizens perceived that government officials were genuinely committed to assisting rather than merely processing administrative documents. These findings suggest that responsiveness is strongly associated with interpersonal communication between public officials and service users.

These empirical findings support the New Public Service paradigm proposed by Denhardt and Denhardt (2015), which argues that governments should focus on serving citizens rather than steering society. According to this perspective, public administrators function not merely as bureaucratic decision-makers but as facilitators who collaborate with citizens to achieve public value. Therefore, responsive public service is characterized by active listening, respectful communication, and collaborative problem-solving rather than rigid administrative control.

The responsiveness observed in North Banjarmasin District also reflects organizational efforts to improve institutional adaptability. District officials acknowledged that citizen needs continue to evolve alongside demographic growth, technological advancement, and increasing expectations regarding service quality. Consequently, the institution has sought to improve service procedures through internal coordination, continuous staff communication, and periodic evaluations based on public feedback. Such adaptive organizational behavior aligns with Osborne's (2021) concept of Public

Service Logic, which emphasizes that public value is co-created through interactions between governments and citizens. From this perspective, responsiveness is not solely determined by institutional capacity but also by the quality of relationships established between public organizations and service users.

Despite these positive findings, several challenges continue to influence service responsiveness. Frontline officers reported that incomplete administrative documentation submitted by citizens remains one of the primary causes of service delays. In many cases, applicants arrive without fulfilling all administrative requirements despite the availability of publicly accessible information regarding service procedures. As a result, officers must repeatedly explain documentation requirements, increasing service duration and administrative workload.

This finding indicates that responsiveness should be understood as a reciprocal relationship between governments and citizens. While government institutions are responsible for providing accessible information and efficient administrative services, citizens also bear responsibility for understanding procedural requirements and complying with applicable regulations. Bryson, Crosby, and Bloomberg (2014) describe this interaction as public value co-creation, whereby effective governance emerges through collaborative relationships between public institutions and society. Therefore, improving responsiveness requires strengthening both institutional capacity and citizens' administrative literacy.

Overall, the findings demonstrate that responsiveness has been effectively implemented through professional officer behavior, citizen-oriented communication, adaptive administrative practices, and continuous organizational learning. These governance practices contribute significantly to strengthening public trust and improving citizens' perceptions of local government performance. Nevertheless, future improvements should focus on expanding public education regarding administrative procedures

while enhancing institutional capacity to accommodate increasing service demands.

3.4. Digital Governance and Service Innovation

Digital transformation has become one of the defining characteristics of contemporary public administration. Governments around the world increasingly utilize digital technologies to improve administrative efficiency, strengthen transparency, expand citizen participation, and enhance public service accessibility (Mergel et al., 2021). Within the framework of Good Governance, digital governance is not merely the adoption of information technology but also represents an institutional strategy for creating more responsive, accountable, and citizen-centered public services (OECD, 2020). Consequently, digital innovation has become an essential component of sustainable governance reforms.

The findings of this study reveal that the North Banjarmasin District Office has adopted several digital governance initiatives to improve service accessibility and administrative transparency. One of the principal innovations identified during the field study is the utilization of the E-LOK application, official websites, and social media platforms as instruments for disseminating service information and communicating with citizens. According to district officials, these digital platforms enable citizens to obtain information regarding administrative requirements, service procedures, office schedules, and institutional announcements without visiting the district office directly. Although the operational function of E-LOK has undergone adjustments following national policy changes, digital communication remains an important element of public service delivery. The implementation of digital communication demonstrates the district government's commitment to improving service accessibility through technological innovation. Citizens increasingly rely on online platforms to access public information before initiating administrative procedures. By providing digital information channels, the district government

reduces information asymmetry while minimizing unnecessary administrative visits. This finding is consistent with Mergel et al. (2021), who argue that digital transformation enhances organizational agility by enabling governments to communicate more effectively with citizens and respond rapidly to changing public needs.

Another important aspect identified during this study concerns the integration of digital governance with transparency and accountability mechanisms. Service information distributed through official digital platforms is consistent with institutional regulations and publicly available service standards. Citizens therefore receive uniform administrative information regardless of whether they access services through online or face-to-face interactions. Such consistency contributes to procedural fairness and strengthens institutional credibility. OECD (2020) similarly argues that digital government enhances transparency by ensuring equal access to public information and reducing opportunities for administrative discretion.

Nevertheless, interviews with district officials indicate that digital innovation alone cannot eliminate all administrative challenges. Several citizens continue to rely primarily on direct interactions with public officials because they possess limited digital literacy or prefer face-to-face communication. Furthermore, incomplete administrative documentation remains a recurring issue despite the availability of digital information. These findings suggest that technological innovation should complement rather than replace interpersonal communication within public service delivery. The coexistence of digital services and conventional administrative interactions reflects a hybrid governance model, where technological innovation supports but does not substitute the human dimension of public administration. This observation aligns with the findings of Janssen and Van der Voort (2020), who argue that successful digital government depends on balancing technological advancement with organizational capacity and citizen readiness. Governments should therefore continue strengthening digital infrastructure

while simultaneously investing in public education and digital literacy programs to maximize the benefits of electronic public services.

In summary, the findings indicate that digital governance has significantly contributed to improving transparency, accessibility, and responsiveness within the North Banjarmasin District Office. The adoption of digital communication platforms represents an important institutional innovation supporting Good Governance implementation. However, continuous investment in digital infrastructure, citizen digital literacy, and organizational adaptability remains necessary to ensure that technological innovation translates into sustainable improvements in public service quality.

5. Conclusion

This study examined the implementation of Good Governance principles in public service delivery at the North Banjarmasin District Office, Indonesia, focusing on four key dimensions: transparency, accountability, responsiveness, and digital governance. The findings indicate that the district government has made considerable progress in institutionalizing Good Governance through standardized service procedures, transparent administrative information, participatory formulation of service standards, performance evaluation mechanisms, responsive interactions between public officials and citizens, and the utilization of digital communication platforms. Collectively, these governance practices have contributed to improving service accessibility, administrative efficiency, and citizens' perceptions of service quality. These findings are consistent with the evidence presented in the field report, which documents the implementation of service standards, Standard Operating Procedures (SOPs), Community Satisfaction Surveys (Survei Kepuasan Masyarakat), digital information systems, and complaint-handling mechanisms as key components of service improvement. The study further demonstrates that transparency extends beyond the disclosure of public

information and encompasses participatory governance through stakeholder involvement in establishing service standards. Accountability is reflected not only in compliance with legal and administrative regulations but also in continuous performance evaluation and organizational learning. Likewise, responsiveness is manifested through the professionalism of frontline officers, citizen-oriented communication, and institutional adaptability in addressing administrative challenges. The implementation of digital governance has further strengthened information accessibility and service efficiency by expanding communication channels between the district government and the community. These findings suggest that the successful implementation of Good Governance depends on the integration of institutional capacity, organizational commitment, and citizen engagement rather than on regulatory compliance alone. Despite these achievements, the research identifies several challenges that continue to affect the effectiveness of responsive public service delivery. Limited public understanding of administrative procedures, incomplete supporting documents submitted by service users, and varying levels of digital literacy remain important obstacles to service efficiency. In addition, the increasing complexity of administrative demands requires continuous improvements in human resource capacity, communication strategies, digital infrastructure, and institutional innovation. These findings indicate that strengthening Good Governance requires a collaborative approach involving government institutions, citizens, and other stakeholders to create sustainable improvements in local public administration. From a theoretical perspective, this study contributes to the literature on public administration by providing empirical evidence that Good Governance

principles are mutually reinforcing in improving responsive public service delivery at the district government level. Rather than functioning as separate governance dimensions, transparency, accountability, responsiveness, and digital governance interact to create a more adaptive, citizen-centered, and trustworthy public service system. This finding enriches the discourse on Good Governance by illustrating how governance principles are operationalized within local government institutions in developing countries, particularly in the Indonesian context. From a practical perspective, the findings imply that local governments should continue strengthening public communication, expanding digital public services, improving citizens' administrative literacy, and enhancing the professional capacity of frontline public officials. Furthermore, periodic evaluation through citizen feedback mechanisms should be maintained to ensure continuous service improvement and institutional accountability. Such efforts are expected to strengthen public trust, improve citizen satisfaction, and support the realization of sustainable and responsive local governance. Finally, this study has several limitations. The research was conducted in a single district office using a qualitative approach; therefore, the findings cannot be generalized to all local government institutions in Indonesia. Future studies are encouraged to employ comparative designs involving multiple districts or municipalities and to integrate quantitative approaches in order to examine the relationship between Good Governance dimensions and public service performance more comprehensively. Such investigations would provide broader empirical evidence to support the development of responsive and citizen-centered public administration.

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