

Good Governance in Public Service: Analysis of Systematic Literature Review

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Article Info

Article history:

Accepted: 12 January 2026

Publish: 1 March 2026

Keywords:

Good Governance

Public service

Local government

Systematic Literature Review

Abstract

Good governance is a key concept in improving the quality of public services, especially at the local government level. However, the implementation of the principles of good governance in the regions still faces various challenges, including in East Lombok Regency. This study aims to analyze the application of the principles of good governance in public services in East Lombok Regency through a systematic literature review (SLR). The SLR method is used to synthesize previous research results in a systematic and structured manner, with stages including formulating research questions, searching literature in national scientific databases, selecting articles based on inclusion criteria, and conducting thematic analysis of research findings. The results of the study show that the implementation of good governance in public services in East Lombok Regency has been implemented normatively and procedurally, but substantively. The principles of transparency and effectiveness are relatively dominant, while accountability, public participation, and responsiveness of officials remain key weaknesses. Implementation tends to be oriented toward administrative compliance rather than improving the quality of community-centered services. This study concludes that strengthening the capacity of the apparatus, improving public accountability mechanisms, and increasing participation and responsiveness of services are strategic aspects that need to be prioritized in order to realize higher quality public services oriented towards the principles of good governance in East Lombok Regency.

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1. INTRODUCTION

Good governance is a fundamental concept in public administration that emphasizes democratic, transparent, and accountable governance. The *United Nations Development Programmed* (UNDP, 1997) defines *good governance* as the implementation of political, economic, and administrative authority in managing public affairs through the principles of participation, transparency, accountability, effectiveness, efficiency, the rule of law, and responsiveness. These principles serve as primary indicators in assessing the quality of governance and public services at various levels of government.

From a public service perspective, Dwiyanto (2018) emphasized that the quality of government services is largely determined by the bureaucracy's ability to implement the principles of accountability and transparency, particularly in aspects of service procedures, time standards, costs, and the clarity of information for the public. Public service accountability is reflected in the existence

of a mechanism for accountability for the performance of officials, while transparency is realized through open service information that is easily accessible to service users (Sedarmayanti, 2018).

Several empirical studies show that the application of the principle of *good governance* has a positive correlation with improving the quality of public services. Research by Prasojo and Kurniawan (2020) found that consistent implementation of transparency and accountability can increase public trust in local government institutions. Meanwhile, Sari and Nugroho (2021) emphasized that public participation in the public service process, both through complaint mechanisms and service evaluations, is a crucial indicator in realizing responsive and community-oriented public services.

However, the implementation of *good governance* in public services at the regional level still faces various obstacles. Rahman et al. (2022) revealed that weak institutional capacity, low integrity of the apparatus, and minimal internal oversight are the main inhibiting factors in implementing the principle of accountability of *good governance*. This finding is reinforced by the report of the Ombudsman of the Republic of Indonesia (2022), which shows that the majority of public complaints regarding public services are related to maladministration, unclear procedures, and delays in service completion, which reflects weak indicators of effectiveness and responsiveness of public services.

In the context of East Lombok Regency, the characteristics of the vast area, uneven population distribution, and limited access to public services in rural areas are challenges in implementing the principle of *good governance*. Several local studies indicate that the quality of public administration services remains uneven, particularly in terms of information transparency and certainty of service times (Ombudsman RI Representative Office of NTB, 2022). This condition indicates that the indicators of *good governance*, such as effectiveness, efficiency, and fairness of service, have not been fully implemented optimally.

On the other hand, studies on the *good governance* of public services in East Lombok Regency are still scattered and partial. There has been no research that systematically examines and synthesizes the results of previous studies to map the indicators of *good governance* dominantly used, the main empirical findings, and the research gaps that are still open. Therefore, the approach of *Systematic Literature Review (SLR)* is considered relevant because it is able to identify patterns, trends, and weaknesses of previous research in a comprehensive and structured manner (Kitchenham et al., 2009).

Based on this description, this research focuses on the analysis of the application of the principles of *good governance* in public services in East Lombok Regency through an approach *Systematic Literature Review*, with key indicators including transparency, accountability, participation, effectiveness, efficiency, and responsiveness. The research results are expected to provide a clearer conceptual and empirical mapping as a basis for formulating policies to improve the quality of public services at the regional level.

2. METHOD

This research uses a qualitative approach with the method *Systematic Literature Review (SLR)*. The SLR method was chosen because it is able to synthesize the results of previous research in a systematic, transparent, and structured manner to obtain a comprehensive understanding of the application of the principles of *good governance* in public services, particularly in the context of East Lombok Regency. This approach allows researchers to identify patterns of findings, research trends, and open research gaps (Kitchenham et al., 2009).

The SLR research stages in this study refer to the guidelines of Kitchenham et al. (2009) and are adapted to the needs of public administration studies, which include several stages, namely: The initial stage of the research was carried out by formulating research questions that focused on how to apply the principles of public administration of *good governance* in public services in East Lombok Regency. This research question forms the basis for determining the literature search strategy, article selection, and data analysis, the second stage. The literature search strategy was conducted through several scientific databases, including Google Scholar, Garuda (Garba Rujukan Digital), and the SINTA-accredited national journal portal. The keywords used in the literature search included a combination of the following terms: *good governance*, *public service*, *governance*, *local government*, and *East Lombok*.

3. RESULTS AND DISCUSSION

Based on the literature selection process using the approach *Systematic Literature Review*, several articles relevant to the topic of *good governance* in public services at the local government level. The articles analyzed generally used a descriptive qualitative approach and case studies, focusing on population administration services, licensing, and basic local government services.

Most of the research *implements good governance* as an evaluative framework, with varying indicators but referring to UNDP concepts, such as transparency, accountability, participation, effectiveness, efficiency, and responsiveness. These findings indicate that the concept of *good governance* has become the dominant approach in assessing the quality of public services in Indonesia, although the level of depth of analysis between studies still varies.

a. Transparency in Public Services

Most articles indicate that transparency is the most frequently discussed indicator, particularly regarding the availability of service standards, clarity of procedures, and information on costs and service times. However, several studies reveal that transparency remains administrative in nature and is not fully oriented towards ensuring easy access to information for the public, particularly in rural areas.

In addition to the main finding that transparency remains administrative in nature, another study by Mulyadi and Setiawan (2019) found that the transparency of public service information in local governments is often not accompanied by a simplification of language and information media that are easily understood by the public. This results in the available information not being fully utilized by service users.

Research by Hidayat et al. (2020) also shows that while digitalization of public services does increase information availability, it does not automatically improve substantive transparency without public digital literacy and government officials' commitment. This finding reinforces the SLR findings that transparency in the regions, including East Lombok, still faces challenges in terms of information accessibility and utilization.

This finding aligns with Dwiyanto's (2018) view that transparency in public services in the regions often stops at fulfilling formal obligations, rather than at the substance of information disclosure. In the context of East Lombok, which has a vast geographic area, limited access to information weakens the implementation of transparency principles as formulated by the UNDP

(1997). Therefore, the results found that transparency exists in East Lombok Regency, but it is not yet effective and equitable.

b. Accountability of Public Service Providers

The literature shows that public service accountability remains a major challenge. Several articles note suboptimal performance evaluation mechanisms for civil servants and weak internal oversight. Accountability is often understood as administrative reporting rather than accountability for the quality of services to the public.

Prasojo and Kurniawan (2020) emphasized that regional bureaucratic accountability is still dominated by an upward orientation (leadership) rather than a public orientation. This reinforces the finding that the principles of good governance have not been fully internalized as public service values, but rather remain merely structural obligations. Consequently, accountability within the regional government, particularly in East Lombok, is weak in substance, not just technically.

The SLR findings are supported by research by Kurniawan and Prasojo (2018), which states that public service accountability in the regions places more emphasis on procedural compliance than accountability for service outcomes. Performance evaluations of civil servants tend to be internal and do not yet involve the perspective of service users.

Situmorang's (2021) research shows that weak public accountability directly contributes to poor service quality, particularly in terms of timeliness and consistency. This finding corroborates the SLR findings that accountability is one of the weakest indicators of good governance in regional public service practices.

c. Public Participation in Public Services

Most research shows that public participation remains limited to complaint mechanisms, while public involvement in service evaluation and improvement is relatively low. The utilization of public participation channels is also suboptimal.

Research by Nugroho and Wibowo (2020) revealed that public participation in public services is generally passive, limited to complaints after receiving the service. This aligns with the SLR's findings that participation mechanisms have not been utilized as instruments for continuous service evaluation and improvement.

Meanwhile, Putri et al. (2022) found that regions that actively involved the public in satisfaction surveys and public consultation forums demonstrated increased service responsiveness. However, this practice remains limited and has not yet become a general policy at the local government level. This idea aligns with Sari and Nugroho (2021), who argue that public participation is a key indicator of *good governance*. This is often overlooked in regional public service practices. This situation indicates that public services remain top-down, resulting in responses to community needs that are not fully adaptive. However, in the East Lombok Regency government, public participation exists, but it is passive and reactive.

d. Effectiveness and Efficiency of Public Services

Several articles reveal that the effectiveness of public services is still hampered by limited human resources and supporting facilities. Meanwhile, service efficiency is suboptimal due to lengthy and overlapping bureaucratic procedures. Dwiyanto (2018) states that the effectiveness and efficiency of public services are greatly influenced by institutional capacity. Research by Rohman

(2019) shows that the effectiveness of public services is significantly influenced by human resource capacity and the clarity of task division between work units. Lack of synchronization between agencies often leads to ineffective services, even when service standards have been established.

Furthermore, Siregar and Nasution (2021) found that the efficiency of public services in the regions is still hampered by lengthy bureaucratic procedures and a lack of digital integration. This finding is consistent with the SLR results, which show that the effectiveness and efficiency of public services in the regions are uneven and contextual. In the context of East Lombok, geographical challenges and limited infrastructure exacerbate the gap in service quality between regions. Effectiveness and efficiency in the East Lombok Regency government are not yet consistent across regions.

e. Responsiveness of Public Service Apparatus

Official responsiveness is a relatively weak indicator in most articles. Public complaints are often not addressed promptly and thoroughly, thus reducing public satisfaction with local government services. Rahman et al. (2022) asserted that low responsiveness reflects a weak service orientation within the bureaucratic culture. This aligns with findings by the Indonesian Ombudsman, which indicate that maladministration remains a major problem in local public services. Responsiveness is the main weak point of *good governance* in East Lombok Regency.

The SLR's findings regarding weak responsiveness are reinforced by research by the Indonesian Ombudsman (2022), which noted that the majority of reports of maladministration in the regions related to service delays and the neglect of public complaints. Research by Fauzi and Ramadhan (2020) also showed that low responsiveness of officials significantly impacts public satisfaction and trust.

Based on the SLR results, it can be concluded that the implementation of good governance principles in public services in East Lombok Regency has been running normatively, but not yet fully optimally substantively. Transparency and effectiveness indicators were discussed relatively predominantly, while accountability, participation, and responsiveness remained key weaknesses.

Theoretically, this finding strengthens the concept of good *enough governance* (Grindle, 2004), that the implementation of good governance. In developing regions, the implementation of public service delivery is still minimal and contextual. Practically, the results of this study provide a basis for local governments to focus public service improvements on strengthening apparatus capacity, oversight mechanisms, and active community involvement. This demonstrates that responsiveness is the most crucial indicator of good governance, yet the most difficult to consistently implement in regional public services.

By integrating findings from various studies, the results of this SLR show that the implementation of *good governance* in regional public services is at the normative-procedural level, and is not yet fully substantive and community-oriented. Transparency and effectiveness are implemented relatively more frequently, while accountability, participation, and responsiveness remain recurring structural weaknesses in various regional contexts.

4. CONCLUSION

Based on the results *Systematic Literature Review* (SLR), it can be concluded that the application of the principles of *good governance* in public services in East Lombok Regency has been implemented normatively and procedurally, but not yet fully optimized substantively. The principles of transparency and effectiveness are relatively more frequently applied, particularly through the provision of service standards and the use of information technology, although challenges remain in terms of accessibility and equal distribution of services across regions.

Conversely, the principles of accountability, public participation, and responsiveness of officials remain major weaknesses in regional public service practices. Accountability tends to be understood as an internal administrative obligation, public participation remains passive and reactive, and officials' responsiveness in responding to public needs and complaints remains inconsistent. This situation indicates that the orientation of public services is not fully centered on the interests and experiences of service users.

Theoretically, the findings of this study strengthen the concept of *good enough governance*, which confirms the implementation of *good governance*. In developing regions, progress occurs gradually and is heavily influenced by institutional capacity and the social context of the region. Practically, the results of this study imply that improving the quality of public services in East Lombok Regency needs to focus on strengthening the capacity of the apparatus, improving public accountability mechanisms, increasing service responsiveness, and expanding active community involvement in the evaluation and improvement of public services.

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