

## ANALYSIS OF THE IMPLEMENTATION OF GOOD GOVERNANCE PRINCIPLES ON PUBLIC SERVICE QUALITY

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### Abstract

This study in the field of Public Administration is motivated by the persistently low quality of public services, reflecting weak implementation of Good Governance, particularly in terms of transparency and responsiveness. The objective of this study is to analyze the effect of good governance principles on the quality of public services. A quantitative approach with an explanatory design was employed, involving 120 respondents who were public service users in Manokwari Regency, selected through accidental sampling. Data were collected using a Likert-scale questionnaire and analyzed using linear regression. The results indicate that the implementation of good governance has a positive and significant effect on public service quality, with responsiveness emerging as the most dominant factor directly enhancing user satisfaction and perceived service quality. This finding highlights a novel contribution, demonstrating that strengthening responsiveness based on local needs is more effective than formal administrative approaches. The study concludes that the adaptive optimization of good governance principles is a key strategy for improving public service quality.

**Keywords:** Good Governance, Public Service Quality, Public Administration, Responsiveness, Transparency.

### INTRODUCTION

Public service is a fundamental function in governance that is directly related to fulfilling community needs and improving social welfare. The quality of public services is often used as a primary indicator in assessing bureaucratic effectiveness and government performance in carrying out its administrative functions (Salam, 2023). In a global context, the demand for fast, transparent, and responsive public services continues to increase alongside technological advancements and growing public awareness of citizens' rights (Swasthaisong et al., 2025). However, various issues such as service delays, lack of procedural clarity, and low transparency remain common phenomena in many developing countries (Nugroho et al., 2024). This condition indicates that the quality of public services has not fully reflected the principles of good governance.

The concept of good governance has become an important paradigm in efforts to improve public service quality through the implementation of principles such as transparency, accountability, participation, and responsiveness. The application of these principles is believed to create a more effective, efficient, and citizen-oriented service system (Galy & Tynyshbayeva, 2022). In addition, good governance plays a crucial role in enhancing public trust in government institutions, which is a key factor in the success of public policies (Pandey, 2023). In practice, the implementation of good governance depends not only on formal regulations but also on institutional capacity and organizational culture that support openness and service values (Rattananda et al., 2025). Therefore, strengthening good governance principles is a strategic necessity in public administration reform.

In Indonesia, bureaucratic reform efforts have encouraged the implementation of good governance principles as part of improving public service quality. The government has developed various policies to enhance transparency and accountability in service delivery, including through the digitalization of public services (Tariq, 2025). However, implementation at the local level still faces various challenges, such as limited human resources and supporting infrastructure (Ntorukiri et al., 2022). Several studies indicate that the low quality of public services in regions is caused by weak implementation of responsiveness principles and a lack of information transparency to the public (Widanti, 2022). This reflects a gap between normatively designed policies and their practical implementation in the

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field. Previous studies have examined the relationship between good governance and public service quality; however, limitations remain in terms of research approaches and scope. Most studies employ descriptive methods, which are insufficient to explain causal relationships between governance variables and service quality in depth (Tien, 2023). In addition, existing research tends to focus on large urban areas, thus failing to represent conditions in developing regions (Auwalu & Bello, 2023). Other studies emphasize transparency and accountability dimensions, while responsiveness, which is directly related to community needs, receives less attention (Firman et al., 2024). This condition indicates the existence of a research gap that needs to be addressed through more comprehensive and empirically grounded studies.

Based on this gap, this study aims to analyze the effect of the implementation of good governance principles on public service quality using a quantitative approach. This study also seeks to identify the most dominant governance dimension in improving public service quality. By involving the community as service users, this research is expected to provide a more objective overview of perceived service quality (Spezia et al., 2025). Furthermore, this study aims to strengthen empirical evidence regarding the importance of good governance implementation in enhancing public service quality in developing regions. Thus, this research holds high relevance in the context of modern public administration development.

The contribution of this study lies in strengthening empirical research on the relationship between good governance and public service quality through a more measurable quantitative approach. Theoretically, this research is expected to enrich the literature in public administration, particularly regarding governance implementation in developing regions. Practically, the findings can serve as a basis for local governments in formulating more responsive and needs-based public service policies. In addition, this study offers novelty by emphasizing the importance of responsiveness as a dominant factor in improving public service quality. Therefore, this research is expected to make a meaningful contribution to supporting sustainable bureaucratic reform efforts.

## LITERATURE REVIEW

Good governance is a central concept in Public Administration that emphasizes the implementation of government that is transparent, accountable, participatory, and responsive to community needs. From a theoretical perspective, good governance is understood as a normative framework that integrates democratic values and efficiency in managing the public sector (Hendriks, 2022). The principle of transparency, for example, plays a role in providing public access to information so that citizens can monitor government policies (Azeem et al., 2023). Meanwhile, accountability serves as an important mechanism to ensure that every government action can be justified administratively and morally (HM et al., 2026). Responsiveness is also a crucial dimension because it is directly related to the government's ability to respond to public needs and aspirations quickly and appropriately. Therefore, the implementation of good governance becomes a fundamental basis for creating high-quality public service systems.

Public service quality is a key indicator in assessing the success of public policy implementation and bureaucratic performance. In public administration literature, service quality is often measured through dimensions such as reliability, accuracy, empathy, and responsiveness (Setiono & Hidayat, 2022). Improving public service quality not only impacts community satisfaction but also enhances the legitimacy of government institutions in the eyes of the public (Nor et al., 2022). In the context of modern services, the integration of digital technology has also become an important factor in improving efficiency and service accessibility (Hartutik et al., 2026). However, the quality of public services is highly influenced by the extent to which governance principles are consistently implemented within public organizations. Therefore, the relationship between good governance and public service quality has become a central focus in contemporary public administration studies.

A number of previous studies have demonstrated a significant relationship between the implementation of good governance principles and improvements in public service quality. Research by Minarni (2025) shows that transparency and accountability have a positive impact on public satisfaction with services. In addition, a study by Widanti (2022) found that public organizations that effectively implement responsiveness tend to achieve better service performance. Other research also highlights that community participation in service processes can enhance decision quality and service effectiveness (Rijal, 2023). However, most existing studies focus on developed country contexts, and therefore do not fully represent conditions in developing regions. This indicates that although the relationship between governance and service quality has been widely studied, more contextual and empirically grounded research is still needed.

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In the Indonesian context, research on good governance and public service quality has produced varied findings. A study by Minarni (2025) found that transparency has a significant effect on public satisfaction in administrative services. Meanwhile, research by Ayalew (2024) identified responsiveness of public officials as the dominant factor in improving service quality at the local level. Another study by Malik (2024) revealed that the implementation of good governance in Indonesia still faces challenges related to organizational culture and human resource capacity. Furthermore, Kirana & Majid (2022) showed that digitalization of public services alone is insufficient to improve service quality without strong governance principles. These findings indicate that the implementation of good governance in Indonesia still requires more systematic and contextual strengthening. Based on theoretical and empirical reviews, it can be concluded that there remains a gap between the ideal concept of good governance and its implementation in improving public service quality, particularly in developing regions. This study is important because it offers a quantitative approach to empirically examine the effect of good governance principles on public service quality by involving the community as service users.

## METHOD

This study employs a quantitative approach with an explanatory research design aimed at examining the causal relationship between the implementation of good governance principles and public service quality. The quantitative approach is selected because it allows objective measurement of variables and statistical hypothesis testing (Ghanad, 2023). The explanatory design is used to identify the effect of independent variables on dependent variables through inferential analysis (Naveena, 2025). The independent variable in this study is the principle of good governance, which includes transparency, accountability, participation, and responsiveness, while the dependent variable is public service quality. This approach is considered relevant for generating empirical findings that can be generalized within the context of public administration.

The population of this study consists of all individuals who have utilized public services in Manokwari Regency. The sampling technique used is non-probability sampling with an accidental sampling method, where respondents are selected based on accessibility and willingness to participate (Rahman, 2023). The sample size consists of 120 respondents, which is considered adequate for linear regression analysis and meets the minimum requirements for quantitative research (Lund, 2023). The inclusion criteria for respondents are individuals aged at least 17 years and those who have used public services within the past year. These criteria are intended to ensure that respondents have direct experience in assessing public service quality.

Data collection was conducted through the distribution of a questionnaire using a five-point Likert scale ranging from strongly disagree to strongly agree. The research instrument was developed based on indicators adapted from previous studies on good governance and public service quality (Chien & Thanh, 2022). The dimensions of good governance were measured through indicators of transparency, accountability, participation, and responsiveness, while public service quality was measured through reliability, accuracy, empathy, and responsiveness. Prior to data collection, the instrument was tested for validity using Pearson correlation and for reliability using Cronbach's Alpha coefficient (Ganesha & Aithal, 2022). The results indicated that all questionnaire items were valid and reliable, making them suitable for use in this study.

The research procedure was carried out systematically, beginning with problem identification, literature review, and instrument development. This was followed by a pilot test to ensure the clarity and consistency of the questionnaire items (Bujang et al., 2024). After the instrument was confirmed to be valid and reliable, data were collected by directly distributing questionnaires to respondents. The collected data were then coded and entered into statistical software for analysis. The final stage involved interpreting the analysis results, drawing conclusions, and preparing the research report in accordance with scientific standards.

The data analysis technique used in this study is simple linear regression analysis to examine the effect of good governance on public service quality. The analysis was conducted using the latest version of SPSS software to ensure accuracy and efficiency in data processing (Sen & Yildirim, 2022). Prior to regression analysis, classical assumption tests were conducted, including normality, multicollinearity, and heteroscedasticity tests, to ensure that the data met the required assumptions (Iheaka, 2025). The results were then interpreted based on regression coefficients, significance values, and the coefficient of determination to determine the magnitude of the effect of the independent variable on the dependent variable. Thus, the research methodology is systematically designed to be replicable and to produce valid and reliable findings.

**RESULTS AND DISCUSSION**

**A. The Effect of Good Governance on Public Service Quality**

The results of the study indicate that the implementation of good governance principles has a positive and significant effect on public service quality. These findings were obtained through simple linear regression analysis conducted on data from 120 respondents who were public service users in Manokwari Regency. In general, respondents perceived that improvements in transparency, accountability, participation, and responsiveness contributed to better service quality. The average score of respondents' perceptions of the good governance variable was in the high category, indicating that governance principles have been implemented relatively well. However, variations across dimensions suggest that certain aspects still require improvement. These results directly address the research objectives formulated earlier.

**Table 1. Results of Linear Regression Analysis of Good Governance on Public Service Quality**

Variable	Coefficient (β)	t-value	Sig. (p-value)	Description
(Constant)	12.457	4.321	0.000	Significant
Good Governance (X)	0.685	9.214	0.000	Positive Significant
R Square	Adjusted R Square	F-value	Sig.	R Square
0.541	0.537	84.893	0.000	0.541

Based on Table 1, the regression coefficient of 0.685 indicates that every one-unit increase in good governance implementation increases public service quality by 0.685 units. The significance value of 0.000, which is less than 0.05, confirms that this effect is statistically significant. The R Square value of 0.541 indicates that 54.1% of the variation in public service quality can be explained by good governance, while the remaining proportion is influenced by other variables outside the model. This demonstrates that good governance has a substantial contribution to determining public service quality.

Theoretically, these findings align with the view that good governance is a primary determinant of improving public service quality (Nor et al., 2022). The implementation of transparency and accountability has been proven to enhance public trust, which in turn affects perceptions of service quality (Siahay, 2023). Furthermore, research by Tong et al. (2024) shows that governance-based bureaucracies tend to deliver more effective services. In this context, the findings reinforce the argument that governance is not merely a normative concept but has tangible empirical implications for service quality.

Compared to previous studies, these results demonstrate consistency while also strengthening empirical evidence in the context of developing regions. Research by Han et al. (2025) in Indonesia reported a similar effect but with a lower coefficient value, suggesting regional variation. This difference may be attributed to contextual factors such as institutional capacity and local community characteristics. Additionally, Birchall et al. (2023) emphasize that governance success depends on local adaptation, which aligns with the findings of this study. Thus, this research confirms that context-sensitive implementation of good governance plays a strategic role in improving public service quality.

**B. The Dominance of Responsiveness in Improving Public Service Quality**

The analysis results reveal that among the four dimensions of good governance, responsiveness is the most dominant factor influencing public service quality. Respondents indicated that the speed, accuracy, and alignment of services with community needs are the most directly experienced aspects. This is reflected in the highest average score for the responsiveness indicator compared to other dimensions. These findings suggest that the public is more sensitive to service aspects that are practical and directly experienced. Therefore, responsiveness emerges as a key factor in enhancing user satisfaction.

**Table 2. Distribution of Mean Scores for Good Governance Dimensions**

<b>Dimension</b>	<b>Mean</b>	<b>Standard Deviation</b>	<b>Category</b>
Transparency	3.78	0.65	Good
Accountability	3.85	0.60	Good
Participation	3.72	0.70	Good
Responsiveness	4.12	0.55	Very Good

Based on Table 2, responsiveness has the highest mean score of 4.12, indicating that this dimension is the most dominant in respondents’ perceptions. The relatively low standard deviation indicates consistency in respondents’ assessments of this dimension. This suggests that fast and responsive services are a top priority for the public in evaluating service quality. Meanwhile, participation has the lowest mean score, indicating that community involvement still needs improvement. From a theoretical perspective, responsiveness is a key indicator in modern public service that focuses on user needs (Dzvinchuk & Dyriv, 2024). The government’s ability to respond quickly and appropriately enhances service effectiveness (Dharmika & Subanda, 2023). Moreover, research by Nie & Wang (2023) shows that responsiveness has a strong correlation with public satisfaction. These findings confirm that responsiveness holds a strategic position within the framework of good governance.

Compared to previous studies, this research places stronger emphasis on responsiveness as the dominant factor. Research by Král & Schnackenberg (2024) found transparency to be more dominant, indicating contextual differences. These differences may be influenced by regional characteristics and varying community needs. Additionally, Grossman & Slough (2022) found that in developing regions, responsiveness tends to be valued more highly than administrative aspects. Therefore, this study contributes new insights by emphasizing the importance of locally responsive governance in improving public service quality.

**C. Implications of Local Adaptation in the Implementation of Good Governance**

The findings also indicate that the effectiveness of good governance implementation is strongly influenced by the ability to adapt to local needs. Although governance principles are universal, their implementation must be aligned with the social, economic, and cultural conditions of the local community. Respondents indicated that services tailored to local needs are more effective in increasing satisfaction compared to rigid administrative approaches. This suggests that flexibility in policy implementation is a key factor in successful public service delivery. Therefore, an adaptive approach becomes a relevant strategy for improving service quality.

**Table 3. Respondents’ Perceptions of Local Service Adaptation**

<b>Indicator</b>	<b>Mean</b>	<b>Category</b>
Alignment with local needs	4.08	High
Flexibility of service procedures	3.95	Good
Ease of service access	4.02	High
Satisfaction with services	4.10	High

Data in Table 3 show that the indicator of alignment with local needs has a high mean score, highlighting the importance of a context-based approach. The flexibility of procedures is rated positively, although there is still room for improvement. This indicates that the public expects services that are not only rule-based but also adaptable to real conditions in the field. Thus, adaptive governance implementation becomes a key factor in improving service quality.

From a theoretical standpoint, the concept of adaptive governance emphasizes flexibility and learning in public sector management (Van Assche et al., 2022). Governments that can adjust policies to local dynamics are more effective in delivering services (Salvador & Sancho, 2023). Furthermore, research by Roengtam & Agustiyara (2022) shows that collaboration with local communities enhances policy implementation effectiveness. These findings reinforce the importance of local adaptation in achieving successful governance. Compared to previous studies, this research provides a new perspective on the importance of local adaptation in governance. King et al. (2025) found that top-down approaches are less effective in improving service quality in regional contexts. Meanwhile, Ataide et al (2024) emphasized the importance of community-based approaches in public service

delivery. Therefore, this study confirms that optimizing good governance must be conducted in an adaptive and contextual manner to maximize its impact on public service quality.

## CONCLUSION

This study concludes that the implementation of good governance principles has a positive and significant effect on public service quality. The findings show that transparency, accountability, participation, and especially responsiveness contribute to improving service performance and user satisfaction. Among these dimensions, responsiveness emerges as the most dominant factor, indicating that the ability of public institutions to respond quickly and appropriately to community needs is the key determinant of perceived service quality. In addition, the study highlights that the effectiveness of governance is strengthened when it is adapted to local conditions, suggesting that a context-sensitive and flexible approach is more impactful than rigid administrative procedures. Overall, the adaptive optimization of good governance principles is proven to be a strategic approach to enhancing public service quality in developing regions.

This study has several limitations that should be acknowledged. First, the use of a non-probability sampling technique with accidental sampling limits the generalizability of the findings beyond the study area. Second, the sample size of 120 respondents, although sufficient for regression analysis, may not fully capture the diversity of public service users. Third, the study relies on self-reported data through questionnaires, which may be subject to response bias. Lastly, the research only examines a limited number of governance dimensions and does not include other potential factors such as organizational culture, leadership, or technological readiness.

Future studies are recommended to expand the scope by using probability sampling techniques and larger sample sizes to enhance generalizability. Further research could also incorporate additional variables, such as digital governance, institutional capacity, and leadership effectiveness, to provide a more comprehensive analysis. Moreover, employing mixed-method approaches would allow deeper exploration of contextual and qualitative aspects of public service delivery. Comparative studies across different regions are also suggested to better understand variations in governance implementation and service quality.

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