



The Implementation of Public Services Based on Good Governance Principles: A Study at the Public Works and Public Housing Office of Lhokseumawe City

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ABSTRACT

This study examines Good Governance-based governance in the implementation of public services at the Public Works and Public Housing Office (PUPR) of Lhokseumawe City. The purpose of this research is to find out good governance based on the principles of Good Governance and identify obstacles and efforts made in the implementation of public services. The focus of the research is limited to the principles of transparency, accountability, and responsiveness. This study uses a qualitative descriptive approach with data collection techniques through observation, interviews, and documentation. The results of the study show that the principles of transparency, accountability, and responsiveness have been carried out through the provision of service information, the implementation of SOPs, the division of tasks, the reporting system, and the public complaint mechanism. However, there are still obstacles in the form of limited information technology, human resources, budget, and public understanding of service procedures. Efforts made include increasing the use of information technology, simplifying services, strengthening the complaint system, and improving the competence of the apparatus to support more transparent, accountable, and responsive public services.

INTRODUCTION

Public services are one of the main functions of the government and are the most direct space that brings the state together with the community. The quality of public service delivery is not only determined by service output, but also by service processes that are open, accountable, and responsive to the needs of the community. Therefore, improving public services is an important part of realizing good governance (Dwiyanto, 2021).

The concept of Good Governance places the government as a service provider that is obliged to exercise authority in a transparent, accountable, participatory, effective, fair, and responsive manner (Sedarmayanti, 2012). This study focuses on the three principles of Good Governance that are most directly related to service issues at the research site, namely transparency, accountability, and responsiveness. Transparency is related to the disclosure of information regarding procedures, requirements, time, and complaint mechanisms. Accountability is related to the suitability of services to the Standard Operating Procedures (SOP) and the accountability of the apparatus. Responsiveness is related to the ability of the apparatus to respond to needs, complaints, and community reports quickly and appropriately.

The implementation of public services oriented to Good Governance is also supported by Law Number 25 of 2009 concerning Public Services, Law Number 14 of 2008 concerning Public Information Disclosure, and Law Number 30 of 2014 concerning Government Administration. The Public Works and Public Housing Office (PUPR) of Lhokseumawe City is a Regional Apparatus Organization that carries out public works, public housing, spatial planning, infrastructure development and maintenance, as well as administrative services related to these fields, so that the implementation of its services requires good governance because community reports must be received, verified, forwarded to related fields, prioritized based on field conditions and budget availability, then followed up.

The results of the initial observation on November 14, 2025 show that there are indications that the implementation of services is not fully optimal. There are still administrative processes that take a relatively long time, inconsistent information delivery, and the need for the public to obtain clarity regarding the follow-up of complaints. Based on this description, this article aims to find out Good Governance-based governance in the implementation of public services at the Lhokseumawe City PUPR Office and identify obstacles and efforts made in its implementation.

LITERATURE REVIEW

Public Service

Public services refer to the context, history, and principles that underlie the provision of services by the public sector to the community, covering various fields such as education, health, security, transportation, housing, and public administration in general (Nazaruddin, 2018). Dwiyanto defines public services as a series of activities carried out by the public bureaucracy to meet the needs of users, such as the creation of Identity Cards, birth certificates, marriage certificates, land certificates, business licenses, and Building Permits (Yayat,

2017). Good public services must be carried out based on the principles of openness (transparency), accountability, community satisfaction, justice, efficiency and effectiveness, equal access, community participation, and innovation and continuous improvement (La Notte & Rhodes, 2020).

Principles of Good Governance

Governance is a framework of philosophical, theoretical, and analytical concepts that are useful as a foundation for improving ideologies, paradigms, culture, and governance management (Moento et al., 2019). Based on the United Nations Development Programme (1997), there are a number of principles that must be held in carrying out Good Governance, where this research focuses on the three principles that are most relevant to the research problem, namely: (1) Transparency, namely the openness of policy formulation and implementation mechanisms as well as the ease of public access to service information (Sulaeman et al., 2019); (2) Accountability, which is the obligation of individuals and institutions to be responsible and explain and justify their actions to stakeholders; and (3) Responsiveness, which is the ability of institutions and decision-makers to address the needs and complaints of citizens in a timely and effective manner through feedback mechanisms and continuous improvement.

Good Governance Principles

Good governance ensures transparency, accountability, participation, responsiveness, and the rule of law in the governance process (Rohman & Hanafi, 2019). In the context of Good Governance, the role of the government is considered as a facilitator or catalyst, while the responsibility to encourage and supervise the implementation of development lies with all components of the state, including the private sector and civil society (Fatmawati, 2011). Good Governance-based governance in public services means the application of the principles of openness, accountability, and responsiveness so that every community has access to information, transparent processes, clear accountability systems, and quick responses to their needs.

METHODOLOGY

This study uses a descriptive qualitative research strategy with an inductive approach that views the field reality as something comprehensive, complex, dynamic, and meaningful (Sugiyono, 2007). The research was carried out at the Public Works and Public Housing Office located at Jl. Stadion, Mon Geudong, Banda Sakti District, Lhokseumawe City, from February to July 2026, including the preparation stages of research proposals, field research, data interpretation, and the preparation of research reports.

Primary data sources were obtained through unstructured interviews and field observations of research informants selected using purposive sampling techniques, namely the Head of the PUPR Office, the Head of the General Sub-Division of Planning and Reporting, two Policy Technical Reviewers, the Head of the Secretariat Division, the Head of the Cipta Karya Division, the Head of the Data and Information Processing Division, Data and Information Processor, and

two service user communities. Meanwhile, secondary data is obtained through literature review and other relevant documents. Data collection techniques were carried out through observation, unstructured interviews, and documentation. Data analysis uses the interactive model of Miles and Huberman (1998) which includes data reduction, data presentation, and conclusion drawn.

RESULT AND DISCUSSION

Good Governance-Based Governance in the Implementation of Public Services at the Lhokseumawe City PUPR Office

Good Governance-based governance is the application of the principles of openness, accountability, and responsiveness in the implementation of public services. At the Lhokseumawe City PUPR Office, the implementation of Good Governance is very important because this agency plays a role in providing public services that directly affect people's lives, ranging from licensing services, infrastructure maintenance, to complaint handling. Based on the results of observations and interviews conducted during the research, the implementation of Good Governance in the PUPR Office can be seen through various mechanisms that support transparency, accountability, and responsiveness.

a. Transparency

"... Transparency is our commitment to open access to information to the public. We have published all information about the type of service, procedures, requirements, and turnaround time through the official website, bulletin board, and social media." (Said Bachtiar, ST., MT, Head of the PUPR Office, interview, July 10, 2026)

Hendra Gunawan, A. Md as the Head of the General Sub-Division of Planning and Reporting added that each type of service has a clearly written Standard Operating Procedure (SOP), including administrative requirements, costs, and estimated completion time published through the website or delivered directly by staff in the office. The results of the observation also showed the availability of information boards, service forms in print and digital formats, as well as official websites that display service information, announcements, and performance reports.

"... Information about the PUPR Office's services is quite easy to find, especially through the website and information boards in the office. However, there are some technical details that are still unclear, and I need to ask the officer directly." (Azwar, society, interview, July 10, 2026)

b. Accountability

"... Accountability means that every employee in our agency has a clear description of duties and responsibilities. We have a strict internal oversight system, involving the Inspectorate, and a periodic performance appraisal system." (Said Bachtiar, ST., MT, Head of the PUPR Office, interview, July 10, 2026)

Hendra Gunawan, A. Md explained that each service process is recorded through a tracking system starting from file receipt to completion, and monthly service performance reports are submitted to leaders and related stakeholders. Cut Agustina, S.Sos as the Head of the Secretariat added that all administrative documents and leadership decisions are well documented for audit and verification purposes.

"... When I complain about the slow processing of permits, there is a mechanism to follow the process. However, sometimes I feel less transparent in terms of how my complaints are handled and when I can know the outcome." (Muhammad Sanusi, society, interview, July 10, 2026)

c. Responsiveness

"... Responsiveness is an important part of our commitment. We try to provide a quick response to problems or complaints that arise from the community through regular discussion forums, social media, and service of official staff." (Said Bachtiar, ST., MT, Head of the PUPR Office, interview, July 10, 2026)

Cut Agustina, S.Sos explained that the PUPR Office is increasingly actively using social media such as Instagram, Facebook, and WhatsApp to communicate two-way with the community, while Muslem, S.T as the Head of the Cipta Karya Division added that the local community is also involved in the planning and implementation of infrastructure projects.

"... I once asked a question through the staff and got a pretty helpful response. However, response times via email or social media sometimes take a few days." (Azwar, society, interview, July 10, 2026)

Overall, the implementation of Good Governance-based governance at the Lhokseumawe City PUPR Office can be seen through the implementation of the principles of transparency, accountability, and responsiveness in the implementation of public services. However, there are still aspects that need to be improved so that every community gets optimal access to information, transparent processes, clear accountability, and quick responses.

Obstacles and Efforts for Good Governance-Based Governance in the Implementation of Public Services at the Lhokseumawe City PUPR Office

Although Good Governance-based governance has been implemented, the results of the study show that there are still obstacles that affect the effectiveness of its implementation, ranging from limited information technology infrastructure, human resources, budget, to public understanding of service procedures.

"... Even though the PUPR Office website is available, there are still limitations in terms of servers, bandwidth, and system capacity. As a result, websites are sometimes slow to update the latest information." (Hendra Gunawan, A. Md, Head of the General Sub-Division of Planning and Reporting, interview, July 10, 2026)

Sri Rahayu, S.T added that a lot of policy and program information is technical in nature that is difficult for the general public to understand, while Marzuki, S. Sos.I. explains that delays in verifying data from various fields cause published information not to be always up-to-date. Cut Agustina, S.Sos also said that not all employees have adequate skills in managing modern information and public communication systems.

To overcome these obstacles, the Lhokseumawe City PUPR Office has made a number of strategic efforts, namely increasing the use of information technology through updating server capacity and developing an integrated management information system, simplifying information delivery through infographics and service guides, increasing employee accountability through

setting performance targets and periodic supervision, simplifying service and administrative processes, strengthening complaint handling community through special teams and complaint tracking systems, as well as capacity building and human resource competencies through the addition of employees and continuous training.

Based on the results of the study, Good Governance-based governance at the Lhokseumawe City PUPR Office shows that the implementation of public services has led to the principles of openness, accountability, and responsiveness. In terms of transparency, the PUPR Office has made efforts to open access to information regarding the types of services, procedures, requirements, and service completion times. According to Sedarmayanti (2012), transparency is one of the main principles of Good Governance which requires the government to provide information openly so that the public can supervise the implementation of government, while easily accessible service information can reduce uncertainty and prevent information gaps between the government and the community (Hardiyansyah, 2018).

In terms of accountability, the study found that the PUPR Office has implemented an accountability system through SOPs, division of tasks, performance evaluation, and reporting mechanisms. The principle of accountability in Good Governance requires that every public organization be able to explain and account for decisions, actions, and the use of resources to the community as the main stakeholders (Mardiasmo, 2018), as well as showing that the apparatus exercises its authority responsibly based on applicable rules and service standards (Moento et al., 2019). In terms of responsiveness, the PUPR Office provides various communication channels such as telephone, website, social media, and complaint boxes to receive the aspirations of the community. According to the theory of Good Governance, responsiveness describes the government's ability to understand the needs of the community and provide responses quickly and appropriately, as well as building a two-way communication mechanism so that services can continue to be improved based on the needs of service users (Sedarmayanti, 2012).

The results of the study also show that even though the principles of Good Governance have been implemented, there are still obstacles in the form of limited information technology infrastructure, human resources, budget, and uneven public understanding of service mechanisms. These obstacles show that the success of Good Governance does not only depend on the policies and rules that have been made, but is also influenced by the capacity of the organization to provide supporting resources and build an effective work system (Keban, 2014). The limitation of information technology is one of the obstacles in increasing transparency and responsiveness, so that the modernization of information systems is one of the important strategies in strengthening good governance (Indrajit, 2016), while the limitation of human resources requires apparatus that has technical capabilities, professionalism, and orientation to the needs of the community (Sinambela, 2017).

The information technology modernization efforts carried out by the PUPR Office are closely related to the concept of New Public Management which

emphasizes the importance of efficiency, innovation, and the use of technology in improving the quality of public services (Hood, 1991). Simplifying service procedures and increasing employee capacity is also in accordance with the principles of Good Governance which places effectiveness and efficiency as important elements in the administration of government (Sedarmayanti, 2012). Thus, the obstacles found do not indicate governance failures, but organizational challenges that need to be managed through innovation and institutional capacity building in a sustainable manner.

CONCLUSIONS AND RECOMMENDATIONS

Good Governance-based governance at the Lhokseumawe City PUPR Office has run through three main aspects, namely transparency, accountability, and responsiveness. The principle of transparency is applied through the provision of service information, SOPs, websites, social media, and information boards that aim to provide easy access to information to the public. The principle of accountability is applied through the division of duties, standard operating procedures, reporting systems, and employee performance evaluations, while the principle of responsiveness is realized through the provision of various complaints and communication channels. However, the implementation of Good Governance still needs to be improved, especially in the aspect of ease of access to information and acceleration of service follow-up. There are also several obstacles in the form of limited information technology infrastructure, human resources, budget, and the lack of optimal public understanding of service mechanisms.

Based on these findings, this study recommends that the Lhokseumawe City PUPR Office continue to improve the application of the principles of transparency, accountability, and responsiveness through optimizing the delivery of service information, improving the management of public complaints, and periodic evaluation of service performance. The PUPR Office is also recommended to strengthen institutional capacity through improving information technology infrastructure, adding and developing human resource competencies, as well as digital-based service innovations, so that obstacles in the implementation of public services can be minimized and the implementation of Good Governance can run sustainably.

FURTHER STUDY

This study has limitations because the number of informants is still limited so that it does not fully cover all parties involved in the implementation of public services at the Lhokseumawe City PUPR Office. This research also only focuses on three principles of Good Governance, namely transparency, accountability, and responsiveness, so it has not examined other principles such as participation, effectiveness and efficiency, as well as law enforcement in more depth. In addition, the research data was mostly obtained through interviews and observations during the research so that it did not fully describe the development of the implementation of Good Governance in the long term, and this study has

not measured the level of community satisfaction quantitatively with the services provided.

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