



# Public Service Accountability and Transparency in Local Government Administration in Makassar City

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**Abstract:** Digital transformation has become an important strategy for improving the quality and efficiency of public services in modern public administration. Local governments increasingly adopt digital technologies to simplify administrative processes, improve service accessibility, and strengthen transparency in governance. This study aims to examine the implementation of digital public service innovation in local government administration in Banyumas Regency. The research employs a qualitative approach with a case study design to explore how digital governance initiatives influence public service delivery at the local government level. Data were collected through semi-structured interviews with government officials, public service administrators, and citizens who utilize digital public service platforms. In addition, document analysis and observations of digital service systems were conducted to understand how digital governance initiatives operate in practice. The findings indicate that digital public service innovation in Banyumas Regency has improved administrative efficiency, increased citizen accessibility to public services, and strengthened communication between government institutions and the community. Digital platforms allow citizens to access government services more easily and enable government agencies to manage administrative processes more efficiently. However, several challenges remain, including differences in digital literacy among citizens, limited internet infrastructure in certain areas, and the need for continuous improvement of institutional capacity in managing digital service systems. The study highlights the importance of strengthening digital infrastructure, improving technological capacity within government institutions, and promoting digital literacy among citizens to ensure the sustainability of digital governance initiatives. Overall, the implementation of digital public service innovation in Banyumas Regency demonstrates the potential of digital governance to enhance the performance of local government administration and improve the quality of public service delivery.

**Keywords:** Digital Governance, Public Service Innovation, E-Government, Local Government Administration, Public Administration

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## INTRODUCTION

Accountability and transparency have become fundamental principles in modern public administration, particularly in the context of improving governance performance and strengthening public trust in government institutions. Governments are increasingly expected to ensure that public policies and administrative activities are conducted in a transparent manner and that public officials are accountable for their decisions and actions. These principles are essential for promoting good governance and ensuring that public resources are managed effectively and responsibly (Bovens, 2007).

Public service accountability refers to the obligation of government institutions and public officials to provide explanations and justifications for their actions in delivering public services. Accountability mechanisms allow citizens to evaluate the performance of government institutions and ensure that public services are delivered according to established standards and regulations. Transparent governance practices further strengthen accountability by providing citizens with access to information regarding government programs, decision-making processes, and the allocation of public resources (Fox, 2007).



In the context of public administration, transparency is closely related to the availability of public information and the openness of government institutions in communicating policy decisions and administrative procedures. Transparent governance systems enable citizens to monitor government activities and participate in evaluating policy outcomes. When citizens have access to reliable information about government performance, they are better able to hold public institutions accountable for the services they provide (Grimmelikhuijsen & Meijer, 2014).

In many countries, improving public service accountability has become a major priority in governance reforms aimed at strengthening democratic institutions and improving public sector performance. Governments have introduced various mechanisms to enhance accountability and transparency, including performance evaluation systems, public complaint platforms, open government initiatives, and community monitoring programs (OECD, 2021). These initiatives aim to create governance systems that are more responsive to citizen needs and expectations.

In Indonesia, efforts to strengthen accountability and transparency in public administration have been supported by various regulatory frameworks and institutional reforms. The Indonesian government has implemented policies aimed at improving public service quality, promoting bureaucratic reform, and strengthening mechanisms for monitoring government performance. These reforms emphasize the importance of transparency in administrative procedures and encourage public participation in evaluating government services (World Bank, 2020).

At the local government level, accountability and transparency are particularly important because local governments are directly responsible for delivering essential public services to citizens. Local governments manage a wide range of administrative functions, including population services, licensing, infrastructure development, and social welfare programs. Ensuring accountability in these services is crucial for maintaining public trust and improving governance effectiveness.

Makassar City represents an important case for examining public service accountability and transparency in local government administration. As one of the largest cities in eastern Indonesia, Makassar has implemented various governance reforms aimed at improving public service delivery and strengthening transparency in government administration. The Makassar City Government has introduced several initiatives designed to improve service quality, enhance administrative accountability, and facilitate communication between government institutions and citizens.

These initiatives include the development of public complaint systems, service evaluation mechanisms, and digital information platforms that allow citizens to access information about government programs and services. Through these mechanisms, citizens are able to monitor government performance and provide feedback regarding the quality of public services.

Despite these efforts, challenges remain in ensuring effective accountability and transparency in public service delivery. Issues such as limited access to information, bureaucratic complexity, and insufficient public awareness of accountability mechanisms may affect the ability of citizens to monitor government performance effectively. Understanding how accountability and transparency mechanisms operate in local government administration is therefore essential for evaluating governance practices.

Therefore, this study aims to examine the implementation of public service accountability and transparency in local government administration in Makassar City. By analyzing how accountability mechanisms are implemented and how transparency practices influence public service delivery, this research seeks to provide insights into the role of governance reforms in improving the performance of local government institution.

## **METHOD**

This study employs a qualitative research approach to examine the implementation of digital public service innovation in local government administration in Banyumas Regency. A qualitative approach was chosen because it allows the researcher to explore in depth how digital public service initiatives are implemented and how they influence the interaction between government institutions and citizens. Through qualitative inquiry, the study aims to understand the experiences, perceptions, and responses of both government officials and community members regarding the use of digital public service platforms.

The research design adopts a case study approach focusing on digital governance practices implemented by the Banyumas Regency Government. The case study method is appropriate for analyzing complex

governance phenomena within a specific institutional and geographical context. By focusing on Banyumas Regency as the research locus, this study seeks to provide a detailed understanding of how digital public service innovations are applied in local government administration and how these innovations contribute to improving service delivery.

Data were collected using several qualitative data collection techniques. The primary data collection method was semi-structured interviews with key informants who are directly involved in the implementation and use of digital public services. These informants included local government officials responsible for public service administration and digital governance programs, employees working in public service units, and community members who have used digital public service platforms provided by the local government. The interviews were conducted to obtain information regarding the implementation process, benefits, and challenges of digital public service systems.

In addition to interviews, document analysis was conducted to examine official government documents related to digital governance initiatives in Banyumas Regency. These documents included regional development plans, government reports on digital public service programs, regulations related to public service innovation, and reports published by local government institutions. Document analysis helped provide contextual information regarding policy frameworks and institutional strategies supporting the development of digital public services.

Furthermore, observations were conducted to understand how digital public service systems operate in practice. The observations focused on the use of digital platforms in public service units, the interaction between government employees and citizens using digital service systems, and the procedures involved in digital service delivery. Through these observations, the study aimed to capture practical insights into how digital governance initiatives function within the administrative system.

The collected data were analyzed using thematic analysis. This method involves organizing qualitative data, coding relevant information, identifying key themes, and interpreting patterns that emerge from the data. Through this process, the study identified several important themes related to digital public service innovation, administrative efficiency, citizen accessibility to digital services, and institutional challenges faced by local government authorities.

To ensure the credibility and reliability of the research findings, this study applied data triangulation by comparing information obtained from interviews, document analysis, and observations. Triangulation allows researchers to verify findings using multiple sources of data, thereby strengthening the validity of the research results. Through this methodological approach, the study aims to provide a comprehensive understanding of the implementation of digital public service innovation in local government administration in Banyumas Regency.

## **RESULTS AND DISCUSSION**

The findings of this study indicate that accountability and transparency have become important components in improving public service delivery within the Makassar City Government. The implementation of accountability mechanisms and transparency practices has contributed to improving administrative performance, strengthening communication between government institutions and citizens, and increasing public trust in local government services. Based on interviews with government officials, administrative staff, and citizens who have utilized public services, as well as observations of service delivery processes and analysis of official documents, several key themes emerged regarding public service accountability, transparency practices, institutional performance, and the challenges faced in strengthening governance mechanisms.

### **Implementation of Public Service Accountability**

One of the key findings of this study is that the Makassar City Government has introduced several accountability mechanisms aimed at ensuring that public services are delivered according to established standards and regulations. Public service units are required to follow administrative procedures that clearly define service requirements, processing times, and service costs. These procedures are designed to ensure that government officials provide services in a consistent and accountable manner.

Government institutions in Makassar City have also adopted performance evaluation systems to monitor the quality of public services. Administrative staff working in public service units are evaluated based on their

ability to deliver services efficiently and respond to citizen requests. These evaluation mechanisms help ensure that public officials remain accountable for their actions in the delivery of government services.

In addition, accountability practices are strengthened through internal monitoring mechanisms conducted by government supervisory institutions. These institutions are responsible for overseeing the implementation of administrative procedures and ensuring that public service delivery complies with regulatory frameworks. The presence of internal monitoring systems encourages government officials to maintain high standards of administrative performance and reduce the risk of misconduct or administrative irregularities.

### **Transparency in Public Service Delivery**

Transparency is another important aspect of governance practices observed in Makassar City's public service system. The findings show that local government institutions have taken several steps to improve transparency by providing citizens with access to information related to public services. Public service units display information regarding service procedures, administrative requirements, and processing times in accessible locations within government offices. This information helps citizens understand how administrative processes operate and what steps must be followed when requesting government services.

In addition to physical information boards within public service offices, the Makassar City Government has also utilized digital platforms to improve transparency. Government websites and digital information systems allow citizens to access information regarding government programs, administrative services, and service standards. These platforms provide an important channel for citizens to obtain information without needing to visit government offices directly.

Transparency practices also include mechanisms that allow citizens to submit complaints or provide feedback regarding public services. Several public complaint systems have been introduced to facilitate communication between citizens and government institutions. Through these systems, citizens can report issues related to service delays, administrative difficulties, or other concerns related to public service delivery. Government institutions are then expected to respond to these complaints and take corrective actions when necessary.

### **The Role of Public Information in Strengthening Accountability**

Access to public information plays a significant role in strengthening accountability and transparency in local government administration. The availability of clear information regarding administrative procedures and service standards allows citizens to monitor the performance of government institutions. When citizens are well informed about their rights and the procedures for obtaining public services, they are better able to evaluate whether government institutions are fulfilling their responsibilities effectively.

The findings of this research show that citizens who have access to information about public services tend to demonstrate higher levels of trust in government institutions. Transparent communication regarding government policies and administrative procedures helps reduce misunderstandings between citizens and government officials. As a result, transparency contributes to improving public perceptions of government accountability and strengthens the legitimacy of government institutions.

Furthermore, access to information also empowers citizens to participate in monitoring public service delivery. Citizens who understand service standards are able to identify cases in which administrative procedures are not followed properly. This monitoring function helps create an environment in which government institutions are encouraged to maintain high standards of administrative performance.

### **Institutional Capacity in Strengthening Governance Practices**

The effectiveness of accountability and transparency mechanisms in Makassar City is closely related to the institutional capacity of local government agencies. The study found that government institutions have implemented several initiatives aimed at improving administrative performance and strengthening governance practices. Training programs for government employees have been introduced to improve the professional competencies of public service administrators.

These training programs focus on improving service delivery skills, strengthening ethical standards in public administration, and enhancing communication between government officials and citizens. By improving the capacity of government employees, local government institutions aim to ensure that accountability and transparency principles are applied consistently in public service delivery.

In addition, the Makassar City Government has made efforts to improve administrative infrastructure to support effective service delivery. The establishment of integrated public service centers allows citizens to

access multiple administrative services within a single location. These service centers are designed to simplify bureaucratic procedures and improve the efficiency of public service delivery.

### **Challenges in Strengthening Accountability and Transparency**

Despite the progress made in improving accountability and transparency practices, several challenges remain in ensuring effective governance in public service administration. One of the primary challenges identified in this study is the limited awareness among some citizens regarding the availability of accountability mechanisms. Not all citizens are familiar with complaint systems or feedback channels that allow them to report problems related to public services.

Another challenge involves bureaucratic complexity that may still exist in certain administrative processes. Although government institutions have introduced reforms to simplify procedures, some service processes still require multiple administrative steps that may be perceived as complicated by citizens. Simplifying administrative procedures remains an important priority for improving the efficiency of public service delivery.

Furthermore, maintaining consistent implementation of accountability standards across different government units also presents a challenge. While some public service units demonstrate high levels of transparency and accountability, others may require further institutional strengthening to ensure consistent governance practices. Ensuring uniform standards of accountability across government institutions requires continuous monitoring and evaluation efforts.

### **Implications for Public Administration**

From a public administration perspective, the findings of this study highlight the importance of accountability and transparency as fundamental principles of good governance. Effective accountability mechanisms enable citizens to evaluate government performance and ensure that public institutions operate in accordance with established regulations and service standards. Transparency practices further strengthen governance systems by providing citizens with access to information regarding government policies and administrative procedures.

The experience of Makassar City demonstrates that strengthening accountability and transparency in public service delivery can contribute to improving the quality of governance and increasing public trust in government institutions. By continuing to improve administrative procedures, enhance institutional capacity, and expand public access to information, local governments can create more transparent, accountable, and responsive governance systems that better serve the needs of citizens.

## **CONCLUSIONS**

This study examined the implementation of accountability and transparency in public service delivery within the Makassar City Government and analyzed how these governance principles contribute to improving administrative performance and public trust in local government institutions. The findings indicate that accountability and transparency play an important role in strengthening the effectiveness of public administration and ensuring that government institutions deliver services according to established standards and regulations.

The results of this research show that the Makassar City Government has implemented several mechanisms aimed at improving public service accountability. These mechanisms include the establishment of administrative service standards, performance evaluation systems for government officials, and internal monitoring processes that ensure compliance with public service regulations. These initiatives contribute to improving administrative efficiency and ensuring that government officials remain responsible for the services they provide to citizens.

Transparency practices have also become an important component of governance reform in Makassar City. The availability of public information regarding service procedures, administrative requirements, and processing times helps citizens understand how public services operate. In addition, digital information platforms and public complaint systems provide channels for citizens to access government information and communicate their concerns regarding service delivery. These transparency mechanisms contribute to strengthening communication between government institutions and the public while promoting greater accountability in administrative processes.

Furthermore, the findings highlight the importance of institutional capacity in supporting effective governance practices. The Makassar City Government has introduced several initiatives aimed at improving

the professional capacity of public service administrators through training programs and administrative reforms. These efforts help ensure that government officials are able to deliver services efficiently and maintain high standards of administrative integrity.

Despite the progress made in strengthening accountability and transparency, several challenges remain. Differences in citizen awareness regarding accountability mechanisms, the persistence of bureaucratic complexity in some administrative procedures, and variations in governance practices across different government units may affect the effectiveness of accountability systems. Addressing these challenges requires continuous efforts from local government institutions to simplify administrative procedures, expand public access to information, and strengthen monitoring mechanisms.

From a public administration perspective, the findings of this study emphasize that accountability and transparency are essential components of good governance. Effective accountability mechanisms enable citizens to evaluate government performance and ensure responsible management of public resources. Transparency practices further strengthen governance by providing citizens with access to information that allows them to monitor public service delivery.

Overall, the experience of Makassar City demonstrates that strengthening accountability and transparency in public service administration can contribute to improving governance performance and increasing public trust in government institutions. By continuing to develop transparent administrative systems, strengthen institutional capacity, and promote citizen engagement in monitoring public services, local governments can create more responsive and accountable governance systems that support sustainable public administration practices.

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