

## Evaluation of Good Governance Implementation in Digital Transformation of Public Services

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**Abstract.** Digital transformation in public services is an important part of efforts to improve good governance. This study aims to measure the effectiveness of the implementation of good governance principles in Mandolang, identify obstacles and supporting factors in digital service management, and design strategies to strengthen digital governance in accordance with the local context. This research evaluates the implementation of good governance principles in the digital transformation of public services in Mandolang District, North Sulawesi. Using a qualitative method with a case study approach, data were collected through interviews, observations, and analysis of policy documents. The results indicate significant challenges related to infrastructure, human resource capacity, and digital literacy among the public. The research also identified supporting and hindering factors and developed a digital governance strengthening strategy relevant to the local context. This study contributes an implementation evaluation model for digital public services at the sub-district level, serving as a basis for policy development and improving the quality of government bureaucracy towards greater transparency and participation.

**Keywords:** Good Governance; Digital; Public Services

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### INTRODUCTION

Advances in information technology have prompted the Indonesian government to adopt a new approach to public service delivery in order to improve modern, efficient, and citizen-oriented governance. In the era of the Fourth Industrial Revolution and Society 5.0, bureaucracies are required to provide fast, open, and digitally-based services. Principles such as transparency, accountability, participation, effectiveness, efficiency, and the rule of law are important foundations in guiding this transformation (Robial et al., 2023).

In North Sulawesi in particular, the digitization of public services at the sub-district level faces various challenges, ranging from limited technological infrastructure, low human resource capacity, to the lack of digital literacy among the community and supervision of digital service standards based on the principles of good governance (Hutasoit et al., 2020). Given the important role of subdistricts as the frontline service units, this study focuses on evaluating the implementation of governance principles in digital public services in Mandolang Subdistrict, North Sulawesi.

Transformational leadership plays an important role in driving the success of digital reform in government by inspiring cultural and mindset change, as well as motivating officials to adopt

new technologies. Digital literacy equips individuals with the competencies and skills necessary to navigate the digital landscape effectively (Giroth et al., 2024). Digital leadership is also crucial in overseeing technological transformation through digital communication skills, rapid data-driven decision-making, and collaboration between stakeholders. Digital leaders must be able to deal with disruptive change, maintain cross-generational team relationships, and encourage public service innovation that is responsive to community needs. The success of digitalization depends heavily on adaptive and visionary leadership in guiding organizations through complex digital transformations.

This study aims to measure the effectiveness of the implementation of good governance principles in Mandolang, identify obstacles and supporting factors in digital service management (Jamil & Simamora, 2024), and design strategies to strengthen digital governance in accordance with the local context (Kurnia et al., 2023). The method used is qualitative with a case study in Mandolang District, supplemented by interviews, observations, and policy document analysis.

The digitization of public services in Indonesia has developed rapidly in recent years, transforming conventional face-to-face and paper-based services into information technology-based services that are faster, more efficient, and easily accessible to the public anytime and anywhere. This digitization not only increases time efficiency and budget savings but also promotes transparency, accountability, and better quality public services. The government is encouraging the development of digital infrastructure, such as the Digital Public Service Mall (MPP), to accelerate the equitable distribution of quality services throughout Indonesia. Although this progress provides many conveniences to the public, the challenge of digital literacy, especially for groups of people who are not yet familiar with technology, still requires serious attention so that digitization can be inclusive and effective across all levels of society.

## **METHODS**

This research method uses a qualitative approach with a case study in Mandolang District, North Sulawesi. Data was collected through in-depth interviews with district officials and residents who use digital services, direct observation of services, and analysis of documents related to digital transformation (Hasriani, 2024). The interviews and observations focused on the application of good governance principles such as transparency, accountability, and community participation in digital services (Tavares, 2024). The data was analyzed using Miles and Huberman's interactive method, which includes data reduction, presentation, and conclusion drawing with triangulation techniques to maintain data accuracy.

Data analysis used an interactive model that included data reduction, data presentation, and conclusion drawing. The evaluation of service digitization must consider sustainability and its impact on quality improvement, not just technical aspects. The implementation of digitization in subdistricts is often hampered by limited technical capacity and low digital literacy among civil servants.

Transparency in good governance is achieved when public information systems are open and easily accessible. Data validity is supported by triangulation of sources and methods. Public participation in digital services increases public trust. Technological innovation is the primary tool for realizing accountable and transparent services, a fundamental pillar of good governance. Problem-solving is carried out in stages, starting from mapping conditions, identifying gaps, evaluating, and formulating recommendations in accordance with the local context. This approach aims to provide a complete picture of the challenges and opportunities in the digitization of public services at the sub-district level while also developing improvement strategies for governance that are appropriate to the local context (Redaksi & Munajat, 2017).

## **RESULTS AND DISCUSSION**

The implementation of good governance principles in the digital transformation of public services in Mandolang Subdistrict has shown significant progress, but there are still a number of obstacles. The digital infrastructure available in this subdistrict is not yet fully adequate, thereby hampering access to and the quality of services provided to the community. In addition, human resource capacity, especially among officials tasked with managing digital services, still needs to be improved through training and skills development (Syafitri & Azhari, 2025).

The digital literacy of the community in Mandolang is also still relatively low, which has implications for the suboptimal use of digital services and citizen participation in service evaluation (Lutfianti et al., 2023). Supervision of the implementation of digital services based on the principles of good governance is also still less than optimal, resulting in variability in the level of accountability and transparency in the field (Budiawan & Nuryati, 2022).

From research conducted through interviews, observations, and analysis of Sub-District Head Decree No. 1 of 2025 concerning Service Standards for the Mandolang Sub-District Office (Minahasa District Government, 2025), a significant comparison was found in interviews conducted with sub-district officials and the community, which revealed that

“Services are still carried out manually, and the community is served directly at the sub-district office when handling correspondence.”; “There was once a Sipaleloan application in Mandolang Sub-district to support administrative services, but it was discontinued due to

technological and human resource limitations.”; “The service process is still manual. If the signing officer is not available, the community leaves their files and will be contacted when they are finished.”; “Accountability is carried out through the Community Satisfaction Index. If there are delays, they are always clarified with the real conditions so that the community understands.”; “The community is involved through village meetings and the results are brought to sub-district coordination meetings.”; “Services are not yet digital-based, the obstacle being limited budget”.

Research in Mandolang Subdistrict shows that the implementation of good governance in public services is still conventional because there is a gap between the service standards listed in the Head of Subdistrict Decree No. 01 of 2025 and field practices. Services are still manual, dependent on officials, not yet digital, and budget and human resource limitations are major obstacles. Although officials strive to maintain public satisfaction through direct services and face-to-face forums, effectiveness and efficiency remain low. To strengthen good governance, gradual steps are needed, starting from increasing human resource capacity and digital literacy to utilizing simple technology before moving towards a full e-government system.

Therefore, in order to improve the quality of public services in the digital era (Ariani, 2023), a comprehensive approach is needed by strengthening human resource capabilities, providing adequate information technology infrastructure, and developing technology-based monitoring systems and mechanisms (Azzahra, 2024). With these steps, services in the Mandolang sub-district can be carried out more efficiently, transparently, and responsibly.

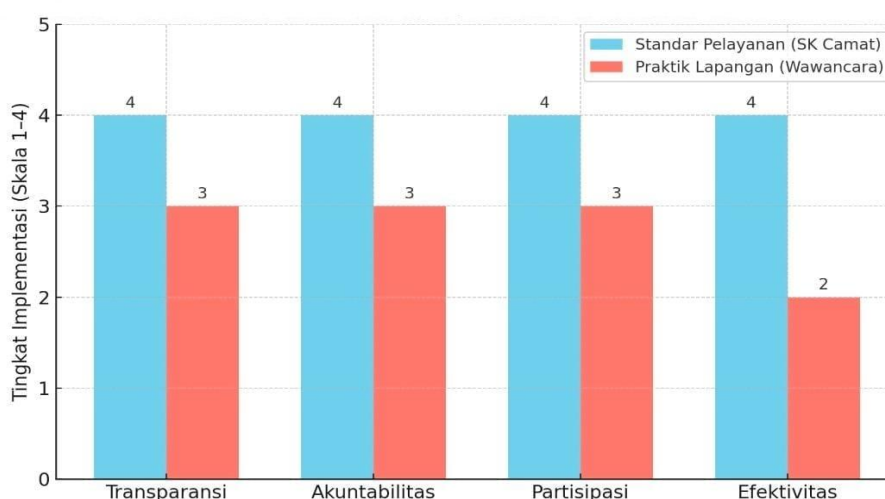


**Figure 1. Comparison Chart of Service Standards vs. Field Practices in Mandolang Subdistrict**

Based on the figure 1, it can be concluded that the implementation of good governance principles in Mandolang Subdistrict, which demonstrates a system of transparency, accountability, and participation, is in accordance with the Subdistrict Head's decree with a

comparison score of 3 out of 4, even though it is still carried out manually without the support of a digital platform. Accountability is evaluated through the Community Satisfaction Index and direct clarification, while community participation is limited to village forums and regular meetings, even though there is no digital channel. Meanwhile, service effectiveness, although in line with clear time standards, still often experiences delays due to the factors of signing officials and the absence of a digital system, resulting in a comparative score of 2 out of 4.

The following table shows a comparison of the Mandolang Subdistrict Service Standards and the results of the Mandolang Subdistrict Field Practice :

**Table 1. Comparison of Service Standards vs. Field Practices in Mandolang Subdistrict**

| No | Aspect                      | Service Standards<br>(District Head Decree<br>No. 01 of 2025)                                                                             | Field Practice                                                                                                         |
|----|-----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 1  | Service Media               | Administrative services are available depending on the type of letter, with a processing time of 15 minutes to 1.5 hours, free of charge. | Services are still manual at the sub-district office, so people have to come in person to take care of their business. |
| 2  | Transparency of Information | Procedures, costs, and service times are listed in official documents                                                                     | Information is provided directly at the office, without digital media                                                  |
| 3  | Accountability              | Performance evaluation is conducted through public satisfaction surveys                                                                   | Accountability uses the Public Satisfaction Index and direct clarification                                             |
| 4  | Community Participation     | The community has the right to provide input in service evaluations                                                                       | Participation through village meetings and sub-district coordination meetings, without digital channels                |
| 5  | Effectiveness & Efficiency  | Clear service time targets and simplified procedures                                                                                      | Delays often occur when officials are absent, services are not yet digital                                             |

Based on the table 1, transparency, accountability, and participation in Mandolang Subdistrict are in accordance with the Subdistrict Head's Decree, but there are still obstacles because services are not yet digital, effectiveness is affected by personnel limitations, and the budget is a major obstacle so that ideal standards have not been achieved. Therefore, a phased strategy towards simple digitization is needed so that the principles of good governance can be applied without having to wait for large budget support (Sari, 2021). Transparency, accountability, and participation in Mandolang Subdistrict are in line with the Subdistrict Head's Decree, but there are still obstacles because services have not been digitally transformed, work effectiveness is limited by personnel factors, and the budget is a major obstacle, so the ideal standard has not been achieved.

## CONCLUSION

The implementation of good governance principles in the digital transformation of public services in Mandolang Subdistrict has been partially successful, particularly in terms of procedural transparency, accountability through the Community Satisfaction Index, and community participation in village and subdistrict forums. However, the use of digital technology in services has not been widely adopted, resulting in limitations in the effectiveness and efficiency of services.

The main obstacles faced are limited technological infrastructure, low human resource capacity in digital management, suboptimal digital literacy among the community (Sholihin, 2024), and limited regional budgets that hinder digital innovation. Therefore, strengthening strategies need to be directed at developing adequate IT infrastructure, increasing human resource capacity through continuous training, educating the community on digital literacy, and formulating regulations and monitoring mechanisms for digital services that are adaptive and responsive to local conditions (Tavares, 2024). A gradual approach to simple digitalization will help overcome budget constraints and improve the comprehensive implementation of good governance principles at the sub-district level.

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