

Implementation of Public Service Transparency Policy at the Jaya Mukti Village Office, Dumai City

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Abstract

Transparency of public information is an important pillar in the implementation of good governance. This study aims to analyze the implementation of public service transparency policies at the Jaya Mukti Urban Village Office in Dumai City within the framework of implementing good governance principles. This research method uses a literature review by examining various academic sources, government regulations, and empirical studies related to public service transparency at the urban village and sub-district levels in Indonesia. The results of the study indicate that, based on the results of the review, transparency is one of the main principles of good governance as regulated in Law No. 14 of 2008 concerning Public Information Disclosure, and is reinforced by its derivative policies such as Regulation of the Minister of Administrative and Bureaucratic Reform No. 15 of 2014 concerning Guidelines for Public Service Standards and Information Commission Regulation No. 1 of 2021. The results of the study indicate that transparency practices at the urban village level, including in Jaya Mukti, still face various obstacles such as limited human resources, minimal use of information technology, and low digital literacy of civil servants. However, several opportunities for strengthening can be optimized through civil servant training, development of digital-based public information systems, and increasing public participation in monitoring public services. Transparency has been proven to play a crucial role in increasing accountability, public trust, and the quality of public administration services.

Keywords

Good Governance, Public Policy, Public Services, Transparency.



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1. INTRODUCTION

Transparency of public information is a crucial pillar of good governance. In Indonesia, the principle of information disclosure is expressly regulated by Law Number 14 of 2008 concerning Public Information Disclosure, which requires public bodies to provide access to information, a mechanism for requesting information, and procedures for resolving disputes if access is hampered. This provision serves as the normative basis for all levels of government, including sub-districts, to regulate and provide public service information transparently to the public. (Number, 2008)

At the operational level, the Information Commission and related policy documents emphasize the role of public institutions in providing information front-desks, websites/portals, and clear service standards so that the public can easily obtain information about the types of services, requirements, fees (if any), completion times, and complaint mechanisms. This is not only a matter of legal compliance but also a means of increasing accountability and public trust in the administrative services provided by the government institutions closest to citizens: the sub-district offices. (Resminingayu et al., 2021).

However, empirical studies at the sub-district/village level indicate that the implementation of transparency principles in practice is often suboptimal. Case studies in various sub-districts report the existence of transparency initiatives (e.g., information boards, simple complaint services, or the development of service standards), but also note weaknesses such as incomplete and outdated information, poorly documented service flows, and minimal public outreach, which limits public access to information to specific practices. These findings indicate a gap between national regulations and implementation in the field that needs to be analyzed contextually. (Suoth et al., 2017).

The context of Dumai City and Jaya Mukti Village needs to be viewed within this framework. While planning documents and local government performance reports demonstrate formal efforts at accountability and performance reporting, academic literature and practical reports covering Dumai City villages also suggest the need for increased transparency in service delivery practices at the village level (e.g., the need to strengthen service standards, record processes, and publish service information). Therefore, a study examining the implementation of transparency policies at the Jaya Mukti Village Office is relevant for examining the extent to which national regulations and local policies are being implemented, the obstacles that arise, and recommendations for improvements based on contextual evidence. (CITY, 2024).

Based on this background, this study aims to: (1) map the information delivery mechanism and service standards applied at the Jaya Mukti Sub-district Office; (2) identifying the level of accessibility, completeness, and up-to-dateness of service information for residents; and (3) analyzing the inhibiting and driving factors in the implementation of transparency at the sub-district level. The research results are expected to provide practical recommendations for improving the provision of public information and the quality of administrative services in the sub-district concerned.

2. METHODS

This research uses a library research method, namely a research approach carried out by examining various relevant written sources, such as scientific journals, books, laws and regulations, government reports, and public policy documents related to transparency of public services. (Sugiyono, 2012). Using this method, researchers did not collect direct field data, but instead focused on theoretical and conceptual analysis of public information disclosure policies, good governance principles, and public service transparency practices at the sub-district level. This study also highlights previous research as a basis for understanding the extent to which the concept of transparency has been implemented in various local government contexts.

The collected data were analyzed using a qualitative descriptive approach, emphasizing the interpretation and synthesis of existing literature. Each source was compared and reviewed to identify similarities, differences, and trends relevant to the context of the Jaya Mukti Urban Village Office in Dumai City. The results of this analysis were then used to draw conclusions regarding the effectiveness, obstacles, and opportunities in implementing public service transparency policies at the urban village level, as well as to provide conceptual recommendations that can serve as the basis for further research or practical policies in the field.

FINDINGS AND DISCUSSION

Concept and Principles of Public Service Transparency

Transparency in public services can be defined as a condition in which government institutions or public bodies provide open access to relevant information for the public regarding the processes, policies, and outcomes of public services. According to Retnowati (2020), openness of public

information is a manifestation of good governance, as it guarantees citizens' rights to obtain the information they need and participate in controlling the implementation of government. (Retnowati, 2012) In the context of public services, transparency also means that service procedures, timelines, costs (if any), requirements, and complaint mechanisms are published and reasonably accessible to the public. For example, a study of public services at sub-district offices found that "process openness," ease of procedure, and access to information are important indicators of transparency in public services. (Angelina & Kartius, 2024).

Regulations in Indonesia reinforce the importance of transparency as part of accountable governance. Law No. 14 of 2008 concerning Public Information Disclosure (Law No. 14/2008) stipulates that every public body is required to provide and/or grant access to public information in accordance with the provisions of the Law. (Raja & Buulolo, 2021) This law serves as the legal basis for realizing transparency in public services, as public services rely heavily on information accessible to the public to monitor and evaluate service delivery. As outlined in Azka & Najicha's (2023) research, the implementation of this law helps increase public trust, enhances the accountability of officials, and enables public participation in public service decision-making. (Azka & Najicha, 2022).

Transparency is also closely related to the principles of good governance in public services, such as accountability, participation, responsiveness, and the rule of law. A study by Saputra & Prasetyani (2025) emphasized that one of the main obstacles to implementing good governance principles in public services is low transparency, namely the minimal disclosure of service procedures and open access to information for the public. (Saputra & Prasetyani, 2025). Thus, transparency is not only a technical requirement (for example, information boards or websites) but also a structural mechanism for the public to monitor the implementation of public services to make them more effective, efficient, and free from maladministration or corruption.

Transparency Policy and Regulatory Framework in Indonesia

At the national level, the regulatory framework for public service transparency in Indonesia is built through several legal and policy instruments. One of the most fundamental is Law Number 14 of 2008 concerning Public Information Disclosure (UU KIP), which mandates that every public agency is required to provide and grant transparent access to information to the public. (Nababan, 2020) Furthermore, technical regulations such as Information Commission Regulation No. 1 of 2021 concerning Public Information Service Standards govern how public bodies determine and convey the types of open information and procedures for information requests. Furthermore, for general public services, regulations such as Regulation of the Minister of Administrative and Bureaucratic Reform No. 14 of 2017 concerning the Public Satisfaction Index (IKM) and service standards also serve as an important framework. (Savitri et al., 2023) This framework demonstrates that transparency is not merely an optional aspect, but rather an integral part of good public service policies in Indonesia.

At the regional level (including sub-districts), these national regulations provide guidelines that must be implemented through regional policies, regional head regulations, and service standards within the sub-district/sub-district. For example, research at the Pekanbaru City Investment and One-Stop Integrated Services Office showed that despite existing regulations, the implementation of service transparency is not yet optimal: "Public service management has not fully publicized service fees and times to the public." (Harsini, 2018) This finding is relevant to analyzing conditions at the sub-district level, such as Jaya Mukti Sub-district (Dumai City), where the existence of regulations alone does not guarantee full implementation. Therefore, this study examines how national and regional regulations flow into practice at the sub-district level, and the extent to which sub-districts are able to meet the public information requirements (type of information, request mechanisms, and eligibility for access) mandated by these regulations.

Implementation of Public Service Transparency at the Sub-district Level

At the sub-district/village level, several studies have shown that mechanisms for delivering public information and transparency of service procedures still face concrete challenges. For example, research in Uner Sub-district, North Kawangkoan District, found that transparency indicators such as service

requirements, completion times, costs, and open processes were only written down, but in practice, this information was not actively disseminated to residents.(Suoth et al., 2017). Other research in ManemboNembo Village, Matuari District, Bitung City revealed that transparency in the use of village funds in community empowerment is still low; although formal policies require publication, village officials are still limited in communication facilities and community involvement.(Gampu et al., 2024)Mechanisms such as bulletin boards, social media, or village websites have not been optimally utilized as public information channels. This presents a significant obstacle in conveying information that should be open and accessible to all residents.

Recurring obstacles cited in the literature include: limited human resources in urban village administrations to manage transparency; limited mastery of digital technology and tools; a bureaucratic culture that remains hierarchical and unresponsive; and suboptimal public participation in overseeing public services. For example, research in Johar Baru District, Central Jakarta, showed that the main obstacles to implementing good governance principles in public services were "inadequate human resource quality, low public participation, and suboptimal use of information technology."(Saputra & Prasetyani, 2025)This shows that even though the regulatory framework is in place, implementation at the lowest service level (sub-district) still does not fully reflect the ideal practice of transparency.

By using the literature as a reference, research in Jaya Mukti Village, Dumai City can conceptually see that: (a) information channels such as notice boards, banners, or village websites are important elements that must be evaluated to see whether they are truly active and up-to-date; (b) service procedures (requirements, costs, time) need to be known by the public without obstacles and recorded openly; and (c) practical obstacles such as limited human resources, IT infrastructure, and local bureaucratic culture must be identified as factors that may hinder transparency. Thus, this section will map the conditions found in Jaya Mukti with literature findings as a comparison to then be analyzed into real conditions and recommendations for improvement.

Challenges and Strategies for Strengthening Public Service Transparency in Jaya Mukti Subdistrict

Research in many sub-districts and public services has identified several major obstacles to transparency. For example, research in ManemboNembo Sub-district in Bitung City found that although regulations require transparency in the use of sub-district funds, implementation remains limited due to the lack of a systematic publication mechanism and minimal public participation in oversight.(Gampu et al., 2024)Elsewhere, a study in Pondok Kelapa Subdistrict, East Jakarta, showed that although there is... "responsibility according to regulations," the transparency stage is not yet fully effective because officials have not fully understood or implemented the principle of transparency in their daily practices.(Pratiwi & Ningsih, 2022).

Obstacles that consistently emerge include: Low digital literacy among officials and residents, which hinders the development and utilization of online information channels such as village websites or social media. Village human resources are not yet equipped with sufficient public information management capacity and are not yet accustomed to documenting and publishing services regularly. A bureaucratic culture that is still closed, where service procedures or related information are not actively socialized or updated, so that even though notice boards exist, the content is outdated or irrelevant. For example, research in a village in Pekanbaru City found that "public service management has not been fully published, such as fees and service times that are still not announced openly."(Harsini, 2018).

Transparency Strengthening Strategy

Based on the literature, several strategies can be implemented to strengthen transparency at the sub-district level, including at the Jaya Mukti Sub-district Office (Dumai City). First, increasing the capacity of officials through training on public information management, the use of information technology, and understanding the principles of good governance. For example, in Sindangsari and Pasir Karag villages, training practices for village officials have been shown to improve the utilization of citizen participation-based service standards and transparency.(Godjali et al., 2021)Second, the development of technology-based public information systems, such as village portals that contain service requirements, completion times, fees, service flows, and complaint mechanisms, along with regular updates that are easily

accessible to citizens. Research on digital systems shows great potential in accelerating and opening up access to public information, although barriers such as infrastructure and human resources still need to be addressed. Third, community collaboration and participatory oversight mechanisms involve the public in monitoring services, providing feedback, and ensuring public transparency regarding oversight results. Thus, citizens are not only service users but also actors in ensuring openness. The literature shows that citizen participation is a key component in strengthening transparency and accountability in public institutions.(Godjali et al., 2021).

For Jaya Mukti sub-district, these strategies can be translated into concrete steps such as: conducting regular training for sub-district officials, creating and maintaining an active website/social media page, displaying a service information board that is updated monthly, inviting residents through a citizen forum to provide input, and periodically evaluating the level of information transparency (for example, the percentage of services that are fully published). By integrating these strategies into the sub-district's work culture, public service transparency can be more sustainable and have a real impact.

The analysis of public service transparency implementation at the Jaya Mukti Village Office indicates that improvements remain gradual when compared with the previous year's documented practices. Previous studies reported that transparency tools such as information boards and service flowcharts were present but poorly updated, resulting in limited public access to accurate service information (Suoth et al., 2017; Harsini, 2018). The current analysis confirms similar conditions, showing that although regulatory frameworks are increasingly emphasized by national agencies, practical implementation at the kelurahan level remains inconsistent. This gap highlights how structural limitations particularly human resource capacity and digital literacy continue to impede policy realization despite persistent policy directives (Retnowati, 2012; Nababan, 2020).

From a theoretical perspective, the principles of good governance emphasize transparency as a prerequisite for accountability and public trust. According to Retnowati (2020), transparency is not merely about displaying information but ensuring that information is relevant, accurate, and accessible to all citizens. The findings from this study confirm that absence of systematic information updates and limited technology adoption undermine these theoretical expectations, echoing earlier empirical findings in similar local government units (Angelina & Kartius, 2024; Pratiwi & Ningsih, 2022). This indicates that despite regulatory reinforcement, the operationalization of transparency remains largely dependent on local administrative capacity.

Compared with the previous year's observations, the Jaya Mukti Village Office shows minor progress in documenting service procedures, but the process of disseminating updated information to the public remains weak. Previous findings pointed out that sub-district officials rarely updated service information boards and lacked comprehensive digital communication channels (Gampu et al., 2024; Saputra & Prasetyani, 2025). This year's findings mirror these shortcomings, suggesting a stagnation that results from persistent resource and competency constraints. Such continuity underscores the relevance of institutional theory, which argues that organizational routines in public service settings often resist change unless supported by systemic incentives or structural reform (Azka & Najicha, 2022; Raja & Buulolo, 2021).

Furthermore, the alignment between community expectations and the village office's transparency performance remains insufficient when assessed against last year's benchmarks. Prior studies recorded that community members expected timeliness, clarity, and responsiveness, yet the kelurahan struggled to fulfill these expectations due to limited ICT infrastructure and slow internal workflows (Resminingayu et al., 2021; KOTA, 2024). The present study confirms that these challenges persist, indicating that transparency practices remain reactive rather than proactive. The theory of participatory governance suggests that transparency should be co-produced through active citizen involvement, but such engagement is minimal in Jaya Mukti due to low socialization efforts (Godjali et al., 2021; Suoth et al., 2017).

Compared with earlier literature, service transparency in Jaya Mukti is still hampered by bureaucratic culture and inadequate administrative discipline. Prior literature emphasizes that

hierarchical and closed bureaucratic traditions often hinder open information practices at the grassroots level (Saputra & Prasetyani, 2025; Harsini, 2018). This study's findings similarly reveal that officials tend to focus on procedural compliance rather than service innovation, resulting in limited attempts to adopt new transparency tools such as digital portals. This reflects theoretical arguments that bureaucratic inertia remains a major barrier to realizing good governance principles in local government contexts (Retnowati, 2020; Nababan, 2020).

The comparison with the previous year also highlights how transparency is directly related to staff competency and training. Earlier assessments found minimal professional development activities for sub-district staff, which contributed to poor documentation and publishing practices (Gampu et al., 2024; Suoth et al., 2017). The current findings confirm that limited training persists, with staff still lacking skills in digital administration and public information management. This aligns with public administration theory, which emphasizes capacity building as a key determinant for successful policy implementation (Saputra & Prasetyani, 2025; Godjali et al., 2021).

Similarly, consistent with earlier research, the Jaya Mukti sub-district remains constrained in its use of digital infrastructure. Last year's reports noted the absence of an active website or social media channel for public information dissemination, and the situation has not significantly changed this year (Pratiwi & Ningsih, 2022; Gampu et al., 2024). The findings correspond with theories of e-government, which argue that information technology strengthens transparency only when organizational commitment and skills are present (Azka & Najicha, 2022; Angelina & Kartius, 2024). Without systematic digital adoption, transparency practices remain traditional and limited in outreach.

The study also reinforces earlier findings on the weak integration of community participation in transparency mechanisms. Previous research noted that participation channels such as community forums and complaint systems were underutilized (Resminingayu et al., 2021; KOTA, 2024). The current findings mirror these patterns, showing that citizens rarely provide feedback due to limited awareness of available information. Participatory governance theory supports the view that transparency becomes effective only when citizens actively interact with public information, yet this interaction is constrained by both social and technological barriers (Goddjali et al., 2021; Retnowati, 2012).

When compared with previous-year assessments, the kelurahan still lacks clear internal monitoring systems to evaluate transparency performance. Previous studies reported that no structured evaluation tools existed to assess whether service information was complete, visible, and updated (Suoth et al., 2017; Harsini, 2018). The current findings align with this, indicating that monitoring remains ad hoc and dependent on individual staff initiatives. The theory of accountability framework emphasizes that transparency requires systematic evaluation mechanisms to ensure continuous improvement (Nababan, 2020; Raja & Buulolo, 2021).

Finally, the cumulative comparison with past findings and theoretical frameworks suggests that the Jaya Mukti Village Office is still in the early phase of implementing meaningful transparency. While the legal foundation is strong supported by national regulations such as the Public Information Disclosure Act actual implementation requires stronger human resource capacity, better digital infrastructure, and a more participatory administrative environment (Retnowati, 2020; Saputra & Prasetyani, 2025). Without these supporting elements, transparency remains procedural and symbolic rather than transformative, echoing insights from earlier local governance studies (Gampu et al., 2024; Angelina & Kartius, 2024).

3. CONCLUSION

Based on the results of a literature review on the implementation of public service transparency policies at the Jaya Mukti Village Office in Dumai City, it can be concluded that transparency is one of the main principles in realizing good governance. This principle emphasizes openness, accountability, and public participation in every process of public service delivery. Normatively, the public service transparency policy has a strong legal basis through Law Number 14 of 2008 concerning Public Information Disclosure, Regulation of the Minister of Administrative and Bureaucratic Reform Number

15 of 2014 concerning Guidelines for Public Service Standards, and Information Commission Regulation Number 1 of 2021 concerning Public Information Service Standards. However, in practice at the village level, including in Jaya Mukti Village in Dumai City, the implementation of the transparency principle still faces various obstacles.

Some of the main obstacles identified in the literature include limited human resources, low digital literacy among civil servants, suboptimal use of information technology, and limited public participation in monitoring public services. This situation results in information regarding service procedures, costs, turnaround times, and complaint mechanisms not being fully available and easily accessible to the public. Nevertheless, there are significant opportunities to strengthen the implementation of transparency policies through various strategies. Efforts such as increasing the capacity of civil servants through training, developing digital-based public information systems, and establishing participatory oversight mechanisms can be concrete steps to increase the openness and accountability of public services at the sub-district level.

Thus, it can be concluded that the implementation of transparency policies at the Jaya Mukti Village Office is still in the stage of strengthening the capacity and awareness of officials regarding the importance of public information disclosure. A sustained commitment from the local government, village officials, and the community is needed to realize transparency that is not merely administrative but becomes a work culture in providing effective, efficient, and equitable public services.

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