

Research Article

# Implementation of Good Governance in Inclusive Public Services in Candisari District Semarang City

Pamirah <sup>1\*</sup>, Aris Toening W <sup>2</sup>, Permadi Mulajaya <sup>3</sup>

1. Magister Administrasi Publik, Universitas 17 Agustus, Indonesia  
Email : [pamirah.w@gmail.com](mailto:pamirah.w@gmail.com)
2. Magister Administrasi Publik, Universitas 17 Agustus, Indonesia  
Email : [aris-toening@untagsmg.ac.id](mailto:aris-toening@untagsmg.ac.id)
3. Magister Administrasi Publik, Universitas 17 Agustus, Indonesia  
Email : [Permadi-mulajaya@untagsmg.ac.id](mailto:Permadi-mulajaya@untagsmg.ac.id)

\* Corresponding Author: [pamirah.w@gmail.com](mailto:pamirah.w@gmail.com)

**Abstract,** This study aims to analyze the implementation of good governance principles in inclusive public services in Candisari District, Semarang City. The study used a descriptive qualitative approach with data collection techniques through questionnaires, interviews, and documentation. Research informants consisted of sub-district officials and community service users, including vulnerable groups. Data analysis was conducted through the stages of data reduction, data presentation, and conclusion drawing. The results of the study indicate that the implementation of good governance principles in Candisari District has begun, but has not been running optimally. The principle of transparency has been attempted through the provision of service information and the use of digital media, but accessibility of information for vulnerable groups is still limited. The principle of accountability has not been fully realized, as indicated by the less than optimal performance of the Women and Children Protection Task Force (Satgas PPA) in carrying out its duties and the less than optimal inclusive public complaint mechanism. From the aspect of participation, community involvement, especially vulnerable groups, in the planning and decision-making process is still limited and unstructured. In addition, legal certainty and regional security stability are relatively conducive, but still require institutional strengthening and synergy between stakeholders. This study concludes that the implementation of good governance in Candisari District still faces institutional, participation, and service accessibility constraints, so a strategy is needed to strengthen governance to realize inclusive and sustainable public services.

Received: January 11, 2026

Revised: January 29, 2026

Accepted: February 13, 2026

Published: February 28, 2026

Curr. Ver.: February 28, 2026



**Keywords:** Accountability, Candisari District, Good Governance, Inclusive Public Services, Transparency.

## 1. INTRODUCTION

Law Number 30 of 2014 concerning Government Administration states that the government functions in at least five ways, namely first, *regulation* (public regulations/policies) that are oriented towards order and public order (*social order*). Second, *development* (development) that is oriented towards the welfare of the community. Third, *empowerment* (empowerment) that is oriented towards independence. Fourth, *services provision* (service provider) who *nondiscrimination* (not discriminating) with an orientation towards community satisfaction (*customer/citizen satisfaction*). Fifth, *protection* (protection) oriented towards the safety and security of the community

Good governance or *Good Governance* is the implementation of solid and responsible development management and is in line with the principles of democracy and efficient markets, avoiding misallocation of investment funds, and preventing corruption both politically and administratively, implementing budget discipline and creating *legal and political framework* (legal and political framework) for the growth of business activities (World Bank in the Ministry of Education and Culture Team, 2017, p. 86).

Copyright: © 2025 by the authors. Submitted for possible open access publication under the terms and conditions of the Creative Commons Attribution (CC BY SA) license (<https://creativecommons.org/licenses/by-sa/4.0/>)

Governance in Semarang City focuses on digital transformation (*smart governance*) to realize clean, transparent, and accountable services, as well as strengthening the integrity of the apparatus for efficient public services. One of the main points of governance in the City of Semarang is the implementation of government supported by various agencies / agencies and sub-districts / villages, by improving the quality of public services and collaboration between government elements. The City of Semarang consists of 16 sub-districts, one of which is Candisari Sub-district.

Candisari District is strategically located in the upper area. Formed in 1992 from the division of South Semarang District, this area consists of seven urban villages: Candi, Jatingaleh, Kaliwiru, Jomblang, Karanganyar Gunung, Tegalsari, and Wonotingal. Candisari District is a rapidly developing area in Semarang City, combining residential areas, businesses, and easy accessibility in the upper part of the city.

As part of the City of Semarang, the Candisari District Government supports the Semarang City Government's program based on the Vision and Mission of the Mayor and Deputy Mayor of Semarang for 2025-2030, namely to make Semarang City an advanced, socially just, sustainable, and inclusive economic center. One of its missions is to realize public services and governance that are high-quality, dynamic, clean, corruption-free, civilized, and inclusive based on a smart city.

Candisari District has duties that have been regulated in Semarang Mayor Regulation Number 47 of 2023, namely assisting the Mayor in the administration of government, development, community empowerment, and public services in the sub-district area. The sub-district functions to coordinate village-level government activities, maintain public order/peace, encourage community participation in development, foster and supervise the performance of the village government, maintain public facilities and infrastructure in the work area and act as a regional apparatus that facilitates the needs of residents to be closer to the Semarang City government.

Given these duties and functions, Candisari District is also required to implement good and proper governance. Efforts are being made to improve employee performance, public services, and administrative development to support this. *Good Governance* The sub-district government coordinates authority, manages public order and security, maintains cleanliness, enhances community empowerment, provides employee development, prepares accountability reports (LPJ), and conducts routine administrative development to improve performance effectiveness, as well as other tasks within the region. The governance implemented is based on the principles of transparency, accountability, participation, and the rule of law to improve services to the community.

In the administration of government, Candisari District synergizes with stakeholders in the District consisting of government elements, cross-sector (Police, Koramil, Community Health Center, KUA, Korsapen, National Nutrition Agency), community institutions (LPMK, PKK, Karang Taruna, Posyandu, RT, RW), community/religious leaders, local entrepreneurs, KSM (Community Self-Help Group), Linmas, KSB (Disaster Preparedness Group), Pokdarwis (Tourism Awareness Group), Private Entrepreneurs, MSMEs, local communities, mass media and other community elements. Stakeholder synergy plays an important role in planning, development, decision-making, regional supervision and public services at the sub-district level. Stakeholder support and community participation in Candisari District will be a potential to improve better governance in Candisari District.

This article will analyze the implementation of the concept of Good Governance in inclusive public services in Candisari District. By implementing good governance through exclusive services in Candisari District, it can realize a government that is transparent, accountable, equal, responsive to the needs of all citizens and increase community participation. With inclusive public services also ensure the needs of diverse communities are met, strengthen diversity and create safe spaces for marginalized groups and ethnic minorities, protect freedom of religion, belief, and strengthen the nation. By involving the three main pillars: the government, the private sector, and the community, it can create social justice, as well as increase public trust in the government and ensure more effective and efficient services.

## 2. LITERATURE REVIEW AND CONCEPT DEVELOPMENT

### *Good Governance*

Mardiasmo (2018) stated that good governance is the implementation of solid and responsible development management, in line with the principles of democracy and market

efficiency. Which emphasizes the avoidance of misallocation of resources, the prevention of political and administrative corruption, and the implementation of budget discipline to support a conducive legal and political framework. Nofianti (2015) defines good governance as the implementation of government that is professional, transparent, accountable, fair, and responsible to the public, which is realized through improving government performance and efforts to eradicate corruption, collusion, and nepotism.

Djalil (2018) defines good governance as clean and proper governance, which is required to be able to provide transparent and accountable public services in accordance with the principles of good governance and eradicate the practices of corruption, collusion, and nepotism. Mustafa (2019) explains that good governance is the implementation of responsible and efficient development management, characterized by budget discipline, prevention of administrative and political irregularities, and the creation of a legal framework that supports development activities. In general, governance is not only interpreted as government activities, but also includes the process of managing, directing, and supervising the implementation of public and private organizations, so that good governance is understood as good government management based on the principles of effective and accountable governance.

### **Principles Good Governance**

Characteristics and principles *good government governance* demonstrates a paradigm shift from traditional governance patterns to more participatory and collaborative governance. This shift is marked by a reduced dominant role for government and increased involvement of communities, the private sector, and non-governmental organizations in governance. *good governance* emphasizes the importance of a more balanced distribution of power among stakeholders in order to realize a transparent, responsive and accountable government.

Rewansyah (2018) put forward seven main principles in the implementation of good government governance, namely legal certainty that guarantees justice and compliance with laws and regulations, orderly state administration that emphasizes regularity and balance, public interest that prioritizes public welfare, openness in providing public information honestly and fairly, proportionality between the rights and obligations of state administrators, professionalism based on expertise and a code of ethics, and accountability that demands accountability for every policy and performance to the public in accordance with applicable provisions.

### **Indikator Good Corporate Governance**

Good government governance emphasizes participatory, transparent, accountable, effective governance, and adherence to law enforcement (Sedarmayanti, 2019). The application of these principles is reflected in the provision of public services that are oriented towards the interests of the community, carried out in accordance with established rules and procedures, and guarantee certainty and justice for service recipients (Kurniawan, 2005). To ensure the quality of public services, the government sets service standards that include service procedures, completion time, costs or rates, service results, availability of facilities and infrastructure, and the competency of service officers including knowledge, skills, attitudes, and work behavior (Decree of the Minister of Administrative and Bureaucratic Reform Number 63/KEP/M.PAN/2003).

### **Factors Affecting the Quality of Public Services**

The quality of public services provided by civil servants (ASN) is influenced by various factors, such as the competence of the apparatus, the availability and quality of service infrastructure, and the bureaucratic culture that develops within local government organizations. ASN competence includes the level of education, work experience, and training received, while the use of technology and service equipment influences work procedures, process speed, and the quality of service results. The performance of public service organizations is also influenced by organizational values and culture, work processes and management systems, individual and team capacity, reward systems, as well as the clarity of organizational goals and the use of technology (Pasolong, 2016).

According to Dwiyanto (2008) referring to Levine, the quality of public services in democratic governance must at least meet three main indicators, namely responsiveness, responsibility, and accountability. Responsiveness shows the ability of ASN to respond to the needs and expectations of the community, responsibility reflects the conformity of the service process with applicable administrative provisions, while accountability shows the accountability of services to the community and stakeholders. Zeithaml in Kurniawan (2005) explains, the quality of public services often faces obstacles in the form of gaps between

community expectations and the services provided, errors in setting service standards, errors in service delivery, and excessive service promises.

### **Inclusive Public Services**

Inclusivity is a principle of openness and equality that ensures every individual has an equal opportunity to participate in social, political, economic, and cultural life. This principle emphasizes not only formal equality of access but also substantive equality so that differences in physical, social, economic, or cultural conditions do not become barriers to the fulfillment of rights. Philosophically, inclusivity is rooted in human rights values, which emphasize the principles of non-discrimination and social justice, as stated in *Universal Declaration of Human Rights* (1948) and *Convention on the Rights of Persons with Disabilities* (2006) which has been ratified by Indonesia.

In the context of public services, the principle of inclusivity plays a crucial role because public services are the state's primary instrument in meeting the basic needs of citizens. The right to inclusive public services is a constitutional mandate as stipulated in the 1945 Constitution of the Republic of Indonesia, specifically Article 28D concerning equality before the law, Article 28H concerning the right to welfare and health, and Article 31 concerning the right to education. This principle is also reinforced by Law Number 25 of 2009 concerning Public Services and Law Number 8 of 2016 concerning Persons with Disabilities, which affirm the right of every citizen, particularly vulnerable groups, to receive fair and equal services.

Despite the existence of a regulatory framework, the practice of inclusive public services still faces various challenges, such as limited disability-friendly infrastructure, access to services in remote areas, and low levels of public understanding of inclusive service standards. Therefore, inclusive public services must be realized through accessible, responsive, and non-discriminatory services, taking into account the diverse needs of the community and involving vulnerable groups in the planning, implementation, and evaluation of services, so that the rights of all citizens can be fulfilled fairly and with dignity.

### **Concept Development**

#### **Inclusive Public Service Facilities and Infrastructure**

Inclusive public services require adequate facilities and infrastructure, such as physical accessibility in the form of guideways, ramps, disabled toilets, priority counters, lactation rooms, and special parking areas, as well as accessibility to information and communication through disability-friendly digital media and clear signage. Inclusive services also require appropriate accommodations in the form of assistive devices, assistance, flexible time schedules, and outreach services supported by human resources with an understanding of and sensitivity to vulnerable groups. The participation of vulnerable groups in service planning and evaluation ensures that all members of the public can access and benefit from services equally.

#### **SOP for inclusive public services**

Standard Operating Procedures (SOPs) serve as standardized guidelines to ensure equal access to services for all citizens, especially vulnerable groups such as people with disabilities, the elderly, pregnant women, and children. These SOPs include the provision of physical facilities, information, and priority services in the form of dedicated counters, guided paths, disability-friendly facilities, and staff assistance to ensure services are provided quickly and comfortably without long queues. Implementing SOPs requires security and front office staff trained to welcome and provide specific guidance to vulnerable groups, supported by the provision of easily accessible information through audio and video formats, sign language, and direct assistance. Implementing SOPs for inclusive services also requires increased staff competency, policy support, leadership commitment, and adequate budget allocation for the provision of supporting facilities and infrastructure..

#### **The Role of Society in Inclusive Public Services**

The public plays a strategic role in realizing inclusive public services through active participation in the development of service standards, monitoring, and evaluation of services, particularly for vulnerable groups such as people with disabilities, the elderly, and pregnant women. This participation can be achieved through collaboration with service providers, through the submission of aspirations, complaints, and external oversight to ensure that public services are implemented fairly, equally, and are accessible to all levels of society without discrimination. The public also plays a role in raising awareness of the importance of inclusivity and encouraging vulnerable groups to boldly voice their rights to obtain public services.

Inclusive public services cannot be realized without collaboration between the government and the community. To achieve social equality, the public bureaucracy is required to provide optimal services because the state's function is closely linked to public services and community relations (Apsari & Raharjo, 2021). Therefore, synergy between the government and the community is necessary to provide accessible and user-friendly service facilities, especially for people with disabilities, so they can access public services independently and equally (Nuraviva, 2017).

Normatively, Article 1 paragraph (8) of Law Number 8 of 2016 concerning Persons with Disabilities defines accessibility as the convenience provided for persons with disabilities in order to realize equal opportunities. In line with these provisions, various efforts have been made by the government and community organizations to create an inclusive physical and social environment through the provision of accessibility, adequate accommodation, and friendly public services in order to fulfill the rights of persons with disabilities (Paikah, 2017; Kasim, 2019; Ndaumanu, 2020).

### **Inclusive Government Programs**

The Semarang City Government has implemented the Inclusive Semarang program as one of its five main regional development priorities, focusing on providing equal public facilities, inclusive education in public schools, and empowering people with disabilities. This program is realized through the provision of disability-friendly facilities and infrastructure, such as the installation of guiding blocks, improving the accessibility of the Trans Semarang BRT transportation service, and the construction of Inspiration Houses as collaborative spaces between the government and the community to build an inclusive service ecosystem.

Various inclusive public service programs have been implemented across all Regional Government Agencies, including in Candisari District. These programs include inclusive education for children with special needs in public schools, provision of disability-friendly infrastructure, the addition of wheelchair-accessible spaces in corridors 2, 3, and 6 of Trans Semarang, installation of guiding blocks for the visually impaired, provision of ramps with handrails, wheelchairs, and other assistive devices in public facilities. In addition, the Semarang City Government is also developing inclusive health services, including the implementation of Standard Inpatient Rooms at the KRMT Wongsonegoro Regional General Hospital, provision of access to information through the Semarang City Information and Documentation Management Officer, and social rehabilitation, empowerment, and protection programs for people with disabilities. All of these programs have been integrated into Semarang City Regional Regulation Number 8 of 2025 concerning the 2025–2029 Regional Medium-Term Development Plan.

Furthermore, the Regional Regulation on the Regional Medium-Term Development Plan emphasizes the Semarang City Government's commitment to strengthening community involvement in service evaluation and development planning through citizen discussion forums and development planning deliberations, so that the resulting policies are in accordance with community needs and aspirations. This commitment is also reinforced by Semarang Mayor Regulation Number 61 of 2025 concerning the Elaboration of the Regional Revenue and Expenditure Budget for Fiscal Year 2026, which allocates funds for the construction of Inspiration Houses at the sub-district level as a concrete manifestation of the government's efforts to provide inclusive, modern, and sustainable public services for all Semarang City residents.

### **3. RESEARCH METHODS**

This research uses a descriptive qualitative method, which aims to depict and describe in depth a social phenomenon as it exists, based on facts on the ground. Data collection techniques include questionnaires, interviews, and documentation.

A questionnaire is a data collection technique that involves providing respondents with written questions to answer. This technique is widely used in research because it allows for data collection from a large number of respondents in a more efficient and cost-effective manner (Hartono, 2018). The questionnaire used is a closed-ended questionnaire with predetermined answer choices based on a Likert scale. The questionnaire was administered digitally via Google Form to 40 respondents representing several stakeholders.

**Table 1:** Respondent Data.

No	Respondent Representation	Amount
1	Citizens who apply for services	10 respondents
2	Community institutions (LPMK, PKK, Karang Taruna, RW, RT)	10 respondents
3	Government Partners (TNI, POLRI)	5 respondents
4	Elderly Group	5 respondents
5	Group of People with Disabilities	5 respondents
6	Internal employee	5 respondents

The next data collection technique is based on interviews, used by researchers as a means to verbally elicit information from research participants. Interviews can take various forms, from structured with fixed question guides, to more flexible semi-structured interviews, to exploratory unstructured interviews. Data analysis in this study used Pearson correlation analysis to determine the relationship between the application of the principles *good governance* with the quality of public services in Candisari District. The results of the Pearson correlation analysis were used to interpret the application of good governance principles related to the quality of public services.

#### 4. RESULTS AND DISCUSSION

Data collection was conducted online using a questionnaire with 21 questions from 40 respondents. The questions represented indicators of implementation *good governance* in inclusive public services in Candisari District, with the weight of each question being between 1 and 5. A value of 1 indicates very poor, a value of 2 indicates poor, a value of 3 indicates sufficient and a value of 4 indicates good, a value of 5 indicates very good. The results of observations on the implementation of good governance in public services in Candisari District based on the results of the questionnaire given to respondents are displayed in the following table.

**Table 2:** Research Results by Questionnaire.

No	Indicator	Min	Max	Mean	Stdv
1	Availability of facilities and infrastructure for the disabled, elderly and vulnerable groups	3	3	3,00	0,00
2	Availability of child-friendly spaces at the sub-district office	3	4	3,15	0,36
3	Availability of child-friendly open spaces in the sub-district area	3	4	3,33	0,47
4	Availability of lactation room at the sub-district office	3	4	3,88	0,33
5	Ease of Service to the Vulnerable	4	4	4,00	0,00
6	The existence of a Child and Women Protection Task Force in Candisari District	2	3	2,85	0,36
7	Availability of access to service information	3	4	3,68	0,47
8	Organizing activities that accommodate vulnerable groups	3	3	3,00	0,00
9	Involvement of vulnerable groups in development planning	3	4	3,38	0,49
10	Availability of inclusive digital services	3	4	3,35	0,48
11	Availability of an inclusive online complaint channel	3	4	3,30	0,46
12	There are no illegal levies (pungli) in services	4	4	4,00	0,00
13	Availability of SOP information and service flow	3	4	3,63	0,49
14	Officer attitude (smile, greeting, greeting)	4	4	4,00	0,00
15	Facilitating community economic empowerment	3	4	3,43	0,50
16	Community participation in decision making	3	4	3,45	0,50
17	There is legal certainty	3	4	3,75	0,44
18	Regional security stability	3	4	3,50	0,51
19	There is no sub-district intervention in services	3	4	3,98	0,16
20	Protection of community businesses	3	4	3,83	0,38
21	Communication between stakeholders	3	4	3,93	0,27

Source: Processed primary data, 2026.

Table 2 shows that the mean values for all indicators range from 2.85 to 4.00. This range of values reflects the tendency of respondents to agree to the application of the principles of *good governance* on public services in Candisari District, Semarang. The relatively low to moderate standard deviation values indicate that respondents' perceptions of public services tend to be homogeneous, although differences in assessments still appear on certain indicators.

The analysis of the average values shows that the indicator of the existence of the Task Force for the Protection of Children and Women (Satgas PPA) has the lowest mean value of 2.85. This result indicates that the existence and role of the Task Force for the Protection of Children (Satgas PPA) have not been optimally perceived by the community. This condition reflects that aspects of the protection of women and children still require attention and institutional strengthening. The indicator of the availability of infrastructure for people with disabilities, the elderly, and vulnerable groups and the indicator of the implementation of activities that accommodate vulnerable groups have a mean value of 3.00. This value indicates that facilities and programs oriented towards vulnerable groups have not fully met the needs of the community. This situation indicates that the application of the principle of inclusivity in public services still needs to be improved.

The indicators for ease of service to vulnerable groups, the absence of extortion, and employee attitudes reflecting a culture of smiling, greeting, and saluting received the highest mean score of 4.00. These results indicate that Candisari District officials have implemented service ethics and integrity very well. This reflects the apparatus' commitment to providing professional services free from maladministration.

Overall, the questionnaire results indicate that public services in Candisari District have been running well and reflect the application of good governance principles. The implementation of inclusive services has not been fully optimized, particularly in aspects such as the protection of women and children, the availability of infrastructure for vulnerable groups, and the involvement of vulnerable groups in planning and decision-making processes. Improvements in policies and more targeted service strategies are needed to ensure a more equitable and sustainable implementation of good governance.

**Table 3.** Spearman Correlation Analysis Results.

		<b>Implementation of Good Governance</b>	<b>Inclusive Public Services</b>
<b>Implementation of Good Governance</b>	Pearson Correlation	1	.585**
	Sig. (2-tailed)		.000
	N	40	40
<b>Inclusive Public Services</b>	Pearson Correlation	.585**	1
	Sig. (2-tailed)	.000	
	N	40	40

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Source: Processed primary data, 2026.

Table 3 shows the results of the correlation analysis between the implementation of good governance and inclusive public services in Candisari District, Semarang. The correlation coefficient is 0.585, and the significance value is 0.000, which is less than 0.05. These results indicate a positive relationship with a moderate level of closeness between the two variables. This positive relationship indicates that increased implementation of good governance principles tends to be followed by an increase in the quality of inclusive public services.

The 40 respondents indicated that the data used in the correlation analysis met the required number of observations. The consistency of the correlation values across both variables reinforces the analysis's findings that the implementation of good governance is significantly linked to inclusive public services. This demonstrates that good governance plays a crucial role in promoting fair, accessible, and friendly public services for all levels of society. Substantively, the moderate correlation indicates that the implementation of good governance in Candisari District is not yet fully optimal in supporting inclusive public services. Certain factors, such as protecting vulnerable groups, community participation, and strengthening institutional accountability, require further attention. Efforts to improve the quality of inclusive public services need to be carried out sustainably through strengthening the implementation of good governance principles.

The research was also conducted using interviews, a data collection technique involving direct interaction between researchers and respondents. Through interviews, researchers can gain deeper insight into respondents' opinions, feelings, and personal experiences (Charismana et al., 2022). In this study, interviews were conducted with Candisari District officials, representatives of community organizations, representatives of sub-district partners, representatives of the elderly, and representatives of disability groups. The interviews covered six aspects: implementation of inclusive public services, availability of inclusive public service infrastructure, quality of service and treatment of vulnerable groups, information transparency and digitalization of public services, participation of the community and vulnerable groups in decision-making, accountability, legal certainty, and stakeholder synergy.

### **Research Results on the Implementation of Inclusive Public Services**

Based on the results of the questionnaire and interviews, it was obtained that the implementation of the principle *good governance* inclusive public services in Candisari District have been implemented, but are not yet fully optimal. In general, public services in Candisari District have demonstrated a commitment to the principles of non-discrimination, friendly staff, and open service procedures. Interviews revealed that various limitations remain related to inclusive infrastructure, service systems, and the participation of vulnerable groups in decision-making processes.

### **Availability of Inclusive Public Service Facilities and Infrastructure**

The research results show that Candisari District has made efforts to provide basic public service facilities, but has not yet fully met inclusive service standards. Special infrastructure for people with disabilities, the elderly, and other vulnerable groups, such as disabled toilets and guided paths (*guiding block*), special parking, lactation rooms, and child-friendly rooms, are still limited and some still do not meet standards in the Candisari District Office environment. This situation indicates that the public services provided do not fully guarantee equal access for all citizens. Services are still oriented toward the general public, resulting in vulnerable groups still experiencing physical barriers in accessing services. This demonstrates that the principles of fairness, effectiveness, and responsiveness in good governance have not been fully implemented substantively.

The implication of this situation is that vulnerable groups have limited access to public services and independence, which can ultimately reduce the quality of service and public trust in sub-district governments. Therefore, the strategy that needs to be implemented is to strengthen the provision of public services. disability-friendly infrastructure and vulnerable groups as an integral part of public service policy. This finding aligns with Dwiyanto's (2008) statement that the availability of service facilities is a primary prerequisite for realizing the principles of justice and equal access in public services. Research by Susanti and Raharjo (2021) also shows that limited disability-friendly facilities directly impact the low quality of inclusive public services.

### **Quality of Service and Treatment of Vulnerable Groups**

Interview results indicate that Candisari District officials generally demonstrate a fairly good service attitude, such as smiling, greeting, and saluting. Services to vulnerable groups are not yet supported by a standardized inclusive service system and SOPs, so services still rely heavily on the care and initiative of individual officers.

This condition results in inconsistent service quality and has the potential to create disparities among service users. Based on the perspective *good governance*, this reflects the weak aspects of accountability and professionalism, because the service has not yet fully implemented a standardized mechanism. The implications of this finding are the risk of inconsistent service delivery and potential perceptions of injustice in the community. The necessary strategy is the development and implementation of inclusive public service standard operating procedures (SOPs), accompanied by increased staff capacity through ongoing training. These results support the view of Zeithaml et al. (2018), who asserted that service quality is determined not only by the attitude of officers but also by the existence of consistent systems and operational standards. Research by Pratama and Nugroho (2020) found that the absence of inclusive service SOPs leads to unequal treatment of vulnerable groups in public services.

### **Information Transparency and Digitalization of Public Services**

The research results show that public service information in Candisari District is readily available at the district office, but the use of digital media such as websites and social media is suboptimal. The available information is not regularly updated and is not fully user-friendly

for vulnerable groups, particularly the elderly and those with limited digital literacy. Digital-based services have begun to be implemented, but they have not yet fully reached all levels of society. This situation demonstrates that the principles of transparency and effectiveness in *good governance* still facing obstacles in its implementation.

The implication of this condition is limited access to information and services for some people in the community, which can hinder public participation and undermine public trust. The strategy that needs to be implemented is optimizing the digitalization of inclusive services, through system simplification and assistance for vulnerable groups. This situation aligns with Mardiasmo's (2018) assertion that information transparency is a key element in implementing good governance. Research by Putri and Wibowo (2022) shows that digitalization of public services without an inclusive approach tends to create gaps in access to information for vulnerable groups.

### **Community and Vulnerable Group Participation in Decision Making**

Community participation in sub-district activities and development planning has been facilitated, but participation by vulnerable groups remains limited and suboptimal. Community involvement in development planning discussions tends to be represented by community leaders or specific institutions, while the voices of vulnerable groups have not been directly accommodated. This condition shows that the principle of participation in *good governance* is still procedural and does not reflect inclusive participation. This means that the resulting policies may not fully address the actual needs of vulnerable groups.

The implication is that public service policies are less responsive to the diverse needs of the community. The strategy that needs to be implemented is to strengthen mechanisms for direct participation of vulnerable groups in the planning, implementation, and evaluation of public policies. This finding aligns with the concept of public participation proposed by the UNDP (1997), which emphasizes that participation in good governance must be inclusive and representative. Research by Rahman et al. (2021) shows that participation that is solely procedural can potentially result in policies that are less responsive to the needs of vulnerable groups.

### **Accountability, Legal Certainty, and Stakeholder Synergy**

Interview results indicate that Candisari District has communicated SOPs and service flows well and no illegal levies were found. The public complaint mechanism still needs improvement because it is not digitally integrated, is not yet user-friendly for vulnerable groups, and follow-up complaints have not been transparently socialized. Regarding child and women's protection, Candisari District has a Women and Children Protection Task Force (Satgas PPA), but its implementation is not optimal because case handling still depends on coordination with city-level agencies, so it has not been carried out in a structured, responsive, and sustainable manner. Regional security stability is relatively conducive, but security efforts still depend on synergy with the authorities and community participation, while the absence of an institutionalized regional security forum means that prevention and handling of security disturbances have not been systematically integrated.

This condition shows that the principles of accountability and openness in *good governance* has not been running optimally, resulting in low public oversight effectiveness and stakeholder synergy. This finding aligns with Sedarmayanti's (2019) opinion, which emphasizes the importance of a transparent and easily accessible complaint mechanism. It is also supported by research by Haryanto and Sari (2020), which states that weak stakeholder synergy can reduce the effectiveness of implementing good governance principles in public services.

## **5. CONCLUSION**

This study aims to analyze the implementation of the principle *good governance* in inclusive public services in Candisari District, Semarang City. Based on the results of previous research and discussions, it can be concluded that the application of the principles of *good governance* implementation in Candisari District has begun, but it has not yet been fully optimized. While transparency has been attempted through the provision of service information and the use of digital media, accessibility for vulnerable groups remains limited. The principle of accountability has also not been fully realized, as evidenced by the lack of a formal Women and Children Protection Task Force (Satgas PPA) and the suboptimal inclusive public complaints system.

In terms of participation, community involvement, particularly among vulnerable groups, in the planning and decision-making process remains limited and unstructured. The research also reveals that while legal certainty and regional security are relatively conducive, institutional strengthening and synergy among stakeholders are still needed to ensure sustainable governance and public interest orientation.

Based on these conclusions, Candisari District, Semarang, is advised to strengthen the implementation of good governance by activating supporting institutions, such as the Women and Children Protection Task Force at the sub-district level, to increase accountability and protection for vulnerable groups. Furthermore, increasing transparency and access to service information needs to be done by providing friendly information facilities for people with disabilities, the elderly, and communities with limited digital access, along with optimizing inclusive and easily accessible complaint channels to increase public trust. The sub-district government also needs to encourage community participation by actively involving vulnerable groups in development planning deliberation forums and empowerment activities, and strengthening coordination with security forces, village officials, and other stakeholders to realize transparent, participatory, safe, and sustainable governance.

## REFERENCES

- Decree of the Minister of State Apparatus Empowerment Number 63/KEP/M.PAN/2003 concerning General Guidelines for the Provision of Public Services.
- Djalil, R. (2018). *Regional Financial Accountability Post-Reform Implementation*. PT Semesta Rakyat Merdeka.
- Dwiyanto, A. (2008). *Realizing Good Governance Through Public Service*. Gajah Mada University Press.
- Haryanto, T., & Sari, D. P. (2020). Application of good governance principles in improving the quality of public services. *Journal of Public Administration*, 10(2), 145-158.
- Kurniawan, A. (2005). *Public Service Transformation*. Renewal.
- Law of the Republic of Indonesia Number 25 of 2009 concerning Public Services.
- Law of the Republic of Indonesia Number 30 of 2014 concerning Government Administration.
- Law of the Republic of Indonesia Number 8 of 2016 concerning Persons with Disabilities.
- Mahsun, Masun, & Mashun. (2018). Application of Good Governance Principles in Service. *Politico Journal Public*, 45(2).
- Mardiasmo. (2018). *Public Sector Accounting*. Andi.
- Ministry of Education and Culture Team. (2017). *Good Governance in Government Administration*. Jakarta: The Ministry of Education and Culture is collaborating with the World Bank.
- Mustafa, D. (2019). *Government Bureaucracy*. Alphabetical CV.
- Nofianti, L. (2015). *Public Sector Governance: In Regional Government*. LPPM UIN Suska Riau.
- Pasolong, H. (2016). *Public Administration Theory*. Alphabet.
- Pratama, R. A., & Nugroho, R. (2020). Standardization of public services and its implications for service equity for vulnerable groups. *Journal of Public Services*, 6(1), 23-35.
- Putri, A. N., & Wibowo, A. (2022). Digitalization of public services and the challenges of inclusiveness of service access. *Journal of Public Administration*, 14(1), 67-79.
- Rahman, F., Setiawan, B., & Lestari, S. (2021). Public participation in regional development planning based on good governance. *Journal of Public Policy*, 12(3), 201-214.
- Rewansyah. (2018). *Leadership in Public Service*. Rizki Graphics.
- Sedarmayanti. (2019). *Good Governance in the Context of Regional Autonomy: Efforts to Build Effective and Efficient Organizations Through Restructuring and Empowerment*. Mandar Forward.
- Semarang Mayor Regulation Number 47 of 2023 concerning the Provision of Public Services.
- Sugiyono. (2019). *Qualitative Quantitative Research Methods and R&D*. Alphabet.
- Susanti, E., & Raharjo, T. (2021). Inclusive public services for people with disabilities at the local government level. *Journal of Social and Political Sciences*, 25(2), 134-148.
- UNDP. (1997). *Governance for sustainable human development*. New York: United Nations Development Programme.
- Zeithaml, V. A., Bitner, M. J., & Gremler, D. D. (2018). *Services marketing: Integrating customer focus across the firm* (7th ed.). New York: McGraw-Hill Education.