

Implementation of Digital Transparency and Accountability in Efforts to Enhance Public Trust in the Regional Government of Bogor Regency

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Abstract

Digital transformation through e-governance has become a crucial strategy for building public trust in regional governments. This study analyses the causal mechanisms of e-governance implementation in enhancing transparency and accountability as foundations of trust. Using a qualitative literature review approach with research results from Sumedang Regency, Samarinda City, and Pangkep Regency, data were collected from policy documents and digital platform analyses. The findings indicate that e-governance acts as an enabler and *amplifier*, transforming governance principles into a proactive openness ecosystem. Innovations such as "WAKEPO," "Samarinda Santer," and "I-core" empower the community as active monitoring partners, building trust through process visibility and institutional responsiveness. Theoretical implications strengthen the digital trust-building model linking data access, participation, and perceptions of integrity. Practically, digital policies need to shift from a tech-centric approach to public value creation and social capability enhancement (*socio-technical alignment*). Study limitations include the limited geographical scope and focus on the service provider side. The novelty of the research lies in its integrative approach connecting micro-platform analyses with the macro-narrative of institutional trust, while also developing an analytical framework to distinguish informational and dialogic accountability. The originality of the contribution is demonstrated by empirical evidence that digital transparency is most impactful when designed to facilitate dialogue and corrective action.

Keywords: e-governance, transparency, accountability, good governance, public service

1. Background

The development of information and communication technology (ICT) has transformed the way governments carry out public service functions. Administrative digitisation is no longer understood merely as an effort to accelerate bureaucratic processes, but as a strategy to strengthen transparency, accountability, and space for community participation in modern governance. Through Presidential Regulation Number 95 of 2018 concerning Electronic-Based Government Systems (SPBE), the Indonesian Government emphasises that the utilisation of digital technology is a main pillar of bureaucratic reform towards a more open, responsive, and effective government. However, in practice, the implementation of digitisation in regional governments often does not run optimally due to infrastructure limitations, human resource capacity, and the level of citizens' digital literacy, so the goals of improving service quality and public trust have not been fully achieved. Therefore, the author will write an article entitled

"Implementation of Digital Transparency and Accountability in Efforts to Enhance Public Trust in the Regional Government of Bogor Regency".

Various studies show that the success of public sector digitisation is highly influenced by approaches that place the community at the centre of policy development. (Negara et al., 2025) emphasise the importance of human-centred governance so that digital transformation is not only oriented towards technical aspects, but also considers the needs and experiences of citizens as service users. Siti's study (Siti Patimah et al., 2025) on the WAKEPO innovation in Sumedang Regency proves that simple, transparent, and easily accessible digital services can increase community participation while strengthening public trust in local apparatus. Other findings from (Priyambodo et al., 2024) reveal that the use of social media by regional governments can be an effective instrument for public accountability when managed interactively. Meanwhile, (Azfirmawarman & Syamsir, 2024) assert that the implementation of e-government requires a strong accountability system to build government credibility in the eyes of the community.

Although various studies have highlighted the importance of transparency, accountability, and user orientation in digital governance, there is still a gap between national policy and its implementation at the regional level. Many digital initiatives have not had a significant impact on service quality or increased public trust, primarily because human-centred governance principles have not been integrated with existing SPBE systems. This gap indicates the need for a deeper analysis of how regional governments implement digital transparency and accountability in daily practice and to what extent this influences public perception. Based on these conditions, this study aims to identify the problems of digitisation implementation in regional governments and assess its contribution to increasing public trust, thereby providing a more comprehensive picture of the effectiveness of digital governance at the local level.

Based on the background description above, this research on "Implementation of Digital Transparency and Accountability in Efforts to Enhance Public Trust in the Regional Government of Bogor Regency" is designed to answer three core questions. First, the research will examine *the actual condition of the implementation of digital transparency and accountability principles* within the SPBE framework in Bogor Regency, to capture the alignment between policy and field practice. Second, the research will analyse *the dominant driving and inhibiting factors* influencing the integration of the human-centred governance approach into that digital system, by examining aspects of infrastructure, HR capacity, and digital literacy. Third, this research seeks to measure *the extent to which the implementation of*

digitalisation contributes to increasing public trust and explain the mechanisms or channels connecting digital transparency-accountability with the building of citizen trust. By answering these three questions, the research is expected to provide a comprehensive and analytical picture of the effectiveness of digital governance and trust dynamics at the regional government level.

2. Literature Review

In analysing the implementation of digital transparency and accountability in Bogor Regency, *Good Governance theory* serves as the main normative and analytical framework (Mardiasmo, 2019). This theory offers fundamental principles, especially transparency, accountability, participation, and responsiveness as parameters for assessing digital transformation in the public sector (Dwiyanto, 2021), in (Kumorotomo, 2020). In a digital context, transparency is realised through openness of information via data portals and official social media, while accountability is built through online complaint systems and measurable performance dashboards (Marijan, 2020; Fahrudin, 2017). The principles of participation and responsiveness are realised in digital channels that allow community involvement and prompt government response. Thus, Good Governance theory not only helps identify gaps between digital policy and practice but also explains the mechanism of how fulfilling these principles through technology can become a signal of government integrity and performance, which in turn builds the foundation of public trust (Mardiasmo, 2019). Applying the lens of this theory to the empirical context of Bogor Regency is expected to provide an in-depth picture of the dynamics of good *digital governance* and its relationship with increasing community trust.

3. Research Method

This research uses a qualitative approach because e-governance issues are seen as having many interrelated aspects that cannot be understood by numbers alone. The method used combines a literature review, so researchers can trace e-governance concepts from a theoretical perspective while also viewing them from research results conducted by other researchers.

This research uses a data collection technique where information is gathered from various relevant sources, such as scientific articles, government policy documents, and examples of e-governance implementation practices in several regions or institutions. This approach allows researchers to obtain a comprehensive picture of how e-governance policies and implementation occur.

The collected data were analysed using a descriptive qualitative approach. The analysis was conducted by comparing theory with the results of other researchers to see to what extent e-governance truly supports transparency and accountability. Through this process, the researcher attempts to construct a complete understanding of the effectiveness of e-governance as part of bureaucratic reform and efforts to realise better governance.

4. RESULTS AND DISCUSSION

4.1. Previous Research

Table 1. Previous Research

Author Name (Year)	Research Title	Research Method	Results and Discussion
(Negara et al., 2025)	Evaluation of Public Administration Digitization Policy in Minahasa Regency: Human-Centered Governance Approach	Qualitative (evaluative descriptive)	Human-centered evaluation helps identify policy gaps with real users, understanding the extent of digital service readiness. There are obstacles such as limited human resources, technology infrastructure, and community involvement.
(Siti Patimah et al., 2025)	Utilization of WAKEPO in Encouraging Civic Participation in Online Certificate Creation in Ganeas Village	Qualitative (case study)	The system helps simplify village administrative service flows with findings that digitizing public services in villages can build inclusive, responsive, and participatory village governance.
(Azfirmawarman & Syamsir, 2024)	Implementation of E-Governance in Public Service System Reform: Case Study at Padang State University	Qualitative (descriptive, literature review)	There is progress and improvement in terms of aspects of facilities and infrastructure supporting e-governance. Obstacles include facilities, human resources, budget funds, legal entities, system transition, and human resource functions.
(Zsazsa & Dewi, 2025)	Implementation of Good Governance Principles in E-Government Based Public Service System at	Qualitative (Descriptive)	E-Government-based public services with Good Governance principles have been optimally implemented, able to meet criteria for

	Haji Hospital, Medan City		transparency, accountability, and efficiency principles.
(Togala et al., 2025)	Smart Governance: Integration of Technology and Government Theory in Public Services	Qualitative (case study)	Contributes to improving public services, increasing community accessibility to government services. Challenges exist in terms of regulation, digital literacy, and infrastructure.
(Malik, 2024)	E-Government I-core: Improving Public Service Application-Based Services in Pangkep Regency	Qualitative (descriptive)	Presents innovation, creates easier access, increases work effectiveness.
(Sangaji & Irianto, 2025)	Transformation of Public Service Innovation towards Digital Government	Qualitative (descriptive)	Strengthens digital efficiency and bureaucratic responsiveness, innovative leadership, develops new understanding regarding digital governance.
(Huda & Meiwanda, 2022)	Sound Governance in the E-Samsat Application, Riau Province	Qualitative (descriptive)	Implementation has not run maximally, with obstacles of insufficient socialization processes and inadequate facilities.
(Wicaksono, 2020)	Implications of Information and Communication Technology Application on Business Process Transformation in Public Organizations	Literature study	Open access to services, increases cost and time efficiency, helps raise public accountability.
(Evi Apriani et al., 2025)	Digitization as a Solution to Reduce Corruption in the Public Service Sector	Qualitative (descriptive, prescriptive)	Suppresses corrupt practices, increases transparency, accountability and efficiency.
(Masriyatul Mudrikah et al., 2025)	Analysis of the Implementation of Minister of Home Affairs Regulation No. 20 of 2018 Concerning Village Financial Management	Qualitative (interview, documentation technique)	Plays a role in ensuring systematic management, accurate documentation, and efficient financial activity reporting, strengthening transparency. There are challenges of limited human resource capacity and need for continuous technical training.

(Fuad et al., 2025)	Optimization of Performance Management and Digital Technology in Improving Public Service Quality at the Surabaya City Population and Civil Registry Office	Qualitative (observation, interview)	Innovative in service digitization, adaptive performance governance, service evaluation with community participation.
(Ramadhani & Dyastari, 2024)	Efforts of the Samarinda City Government to Realize Good Governance through the Samarinda Santer Application	Qualitative (descriptive)	Increases aspects of accountability, facilitates public service access, increases community trust, creates efficient services.
(Busri & Haning, 2024)	Digital Innovation and Public Trust: Perception Research and Analysis on Motor Vehicle Tax Payment Services	Qualitative (interview, observation)	Increases efficiency of digital-based services. The obstacle is the influence of external factors on public trust.
(Pratama et al., 2023)	Implementation of Collaborative E-Government in Personnel Services at the Regional Personnel Agency of West Sumatra Province	Qualitative (descriptive)	Meets the criteria for successful collaborative E-Government implementation. Obstacles are in the elements of <i>network structure, governance, and access to resources</i> .

Source: (Negara et al., 2025); (Siti Patimah et al., 2025); (Azfirmawarman & Syamsir, 2024); (Zsazsa & Dewi, 2025); (Togala et al., 2025); (Malik, 2024); (Sangaji & Irianto, 2025); (Huda & Meiwanda, 2022); (Wicaksono, 2020); (Evi Apriani et al., 2025); (Masriyatul Mudrikah et al., 2025); (Fuad et al., 2025); (Ramadhani & Dyastari, 2024); (Busri & Haning, 2024); (Pratama et al., 2023)

Studies regarding the implementation of e-government and good governance in improving government performance have been widely researched by academics from various perspectives. According to Siti Patimah et al. (2025) in their case study research, the "WAKEPO" application utilised by Ganeas Village can encourage increased village citizen participation because the built digitisation can simplify village administrative service flows and also build inclusive, responsive, and participatory village governance.

The implementation of e-governance in the revival of public service systems shows progress and improvement in terms of aspects of facilities and infrastructure supporting e-governance (Azfirmawarman & Syamsir, 2024). According to Togala et al. (2025), *smart governance*

contributes to improving public services and increasing community accessibility to government services.

(Malik, 2024) through a descriptive qualitative approach explains that *e-government* presents innovation where access is easier, thereby increasing work effectiveness. Meanwhile, (Sangaji & Irianto, 2025) explain that digital transformation strengthens efficiency, bureaucratic responsiveness, and innovative leadership. On the other hand, e-governance is a service innovation that makes governance adaptive because service evaluation involves direct community participation (Fuad et al., 2025).

4.2 Basic Concept of E-Governance

(Prihartono, 2023) explains that, based on Law Number 25 of 2009 concerning Public Services, public services are defined as any type of activity aimed at regulation, guidance, direction, provision of facilities, services, and other matters carried out by government employees to meet community needs according to existing legal provisions. The implementation of e-governance-based public services in the context of the Industrial Revolution 4.0 can be seen through several indicators. First is support, which is the main and most important component that must be owned by the central and regional governments. Second, capacity, which is the existence of ability or effectiveness of the government in realising e-government for public services. Third, value, which shows that various e-government initiatives will have no meaning if no party feels benefited from the implementation of the concept. In this case, the magnitude of the benefits felt from e-government is determined not by the government itself, but by the community as the interested party.

Meanwhile, according to Fauzi & Purnamawati (2025), e-governance aims to increase engagement and support an inclusive government management system by emphasising changes in power relations and participation in management affairs.

4.3 Transparency and Accountability as Pillars of Good *Governance*

Transparency and accountability are two main aspects that are very important in creating public trust in the government. (Hartanto et al., 2021) reveal that openness and accountability have a significant impact on the way the community views the evaluation of regional government performance. Clear information access and obligations from public officials have a direct effect on the level of public trust. When information is conveyed honestly, and officials show an open attitude towards their responsibilities, the public will be more likely to consider the government a trustworthy entity.

(Idrus et al., 2024) explain that the implementation of transparent public services can improve service quality and make government processes more efficient. In various examples, the quality of public services improved after consistently applying good governance principles such as openness and accountability. Openness not only functions to prevent corrupt acts but also encourages community participation in policy improvement. When the community feels involved, services can be adjusted to their needs.

Although important, the implementation of good governance principles still faces challenges at the village level. Location constraints, communication problems, and a lack of cooperation cause village governments to experience difficulties in interacting with the community. As a result, financial reports and activities in the village do not run properly. This situation creates a separation between government employees and the community (Sucihati et al., 2021). To overcome this problem, active cooperation between the village government and residents in resource management is needed so that the development process can proceed more clearly and be accountable.

Even in the study conducted by Ernalis et al. (2024), it was revealed that public services at the Population and Civil Registry Office of Bireuen Regency are still not fully carried out with adequate transparency and accountability. Citizens feel frustrated by complicated bureaucracy and difficulty in obtaining information, which in turn creates dissatisfaction. In addition, the lack of community participation in policy formulation and evaluation causes government programs to often miss their intended targets. This finding shows that without a strong commitment from the regional government to implement good governance principles, efforts to improve public services will face significant difficulties.

Transparency and accountability are important foundations for creating effective, service-focused good governance for the community. When these principles are applied consistently, they will not only increase public trust in the government but also create efficiency and quality in public services. Nevertheless, various obstacles in their implementation show the importance of strong commitment from the government and active community participation in the governance process.

4.4 The Role of E-Governance in Enhancing Transparency and Accountability

E-Government-based public services guided by Good Governance principles have been effectively implemented, meeting standards for transparency, accountability, and efficiency (Zsazsa & Dewi, 2025). This ensures open access to services, increases cost and time

efficiency, and helps enhance public accountability (Wicaksono, 2020). (Evi Apriani et al., 2025) also explain that digitization reduces corrupt practices and boosts transparency, accountability, and efficiency. The study by (Masriyatul Mudrikah et al., 2025) on the Implementation of Minister of Home Affairs Regulation No. 20 of 2018 Concerning Village Financial Management highlights its role in ensuring systematic management, accurate documentation, and efficient financial reporting, thereby strengthening transparency. Based on previous research, the success of regions like Ganeas Village, Samarinda City, and Pangkep Regency shows that when technology is used effectively and integrated properly, good governance principles are more achievable. Therefore, strong policy support, community digital literacy, and government commitment are essential for developing e-governance as a core element of bureaucratic reform.

5. Conclusion and Suggestions

5.1. Conclusion

Research shows that governance is crucial in improving government transparency and responsibility, which are key elements of good governance. Success in governance depends on strong technology infrastructure, skilled human resources, and solid government support to involve the community in the process.

5.2. Suggestions

The central and regional governments must improve digital infrastructure, especially in remote and rural areas, so that e-governance can be implemented smoothly and inclusively. Cooperation between the government and the community needs to be strengthened with transparent information sharing in the governance process to support the implementation of e-governance. Enhancing human resource capacity and increasing community digital literacy are crucial for achieving good governance through e-governance.

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