How "Good" Governance in Indonesia? A Systematic Literature Review

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Abstrak. This article presents a systematic literature review on the application of good governance principles in Indonesia from 2019 to 2025. It explores the development of good governance concepts, including key principles such as transparency, accountability, participation, law enforcement, and public service effectiveness. The study also addresses the significant challenges faced in implementing these principles, such as pervasive corruption, a complex bureaucratic culture, and disparities in human resource capacity across regions. The methodology applied in this research is a systematic literature review, complemented by bibliometric analysis using VOSviewer, which maps the relationships between key concepts and trends identified in the related research. The findings reveal that the principles of good governance have been integrated across various sectors, such as local government, education, healthcare, environmental management, and digital services, showing the broad scope of its application. However, despite these efforts, challenges such as widespread corruption, bureaucratic resistance, digital infrastructure gaps, and low public participation—especially in remote and rural areas—remain significant barriers. This study emphasizes the need for a comprehensive and integrated approach to overcoming these obstacles, suggesting that institutional strengthening, technological innovation, inclusive public participation, and sustained political commitment are essential to realizing good governance. Furthermore, the research contributes to the development of more effective and sustainable governance policies, offering insights for enhancing governance practices and strategies in Indonesia moving forward. The study advocates for long-term solutions to improve governance effectiveness and ensure equitable and inclusive public services.

Keywords: Accountability Principle; Corruption Challenges; Digital Services; Good Governance; Public Participation

1. INTRODUCTION

The concept of good governance has become a pivotal framework in Indonesia's public administration, emphasizing principles such as transparency, accountability, participation, law enforcement, and effective service delivery (Koeswayo et al., 2024). Despite Indonesia's formal adoption of good governance principles in various policies and reforms, the practical realization of these ideals remains fraught with challenges. Recent literature highlights that while Indonesia has made strides in institutionalizing good governance, significant obstacles persist, undermining the quality and effectiveness of governance at both central and local levels (Hartono, 2020; Holzhacker et al., 2015). One of the most critical challenges is the prevalence of corruption, which continues to erode public trust and hinder national development (Labolo & Indrayani, 2017; Paranata, 2025). Monteduro et al. (2016) identifies corruption as a major governance issue, exacerbated by limited public access to information, weak internal oversight, and low public participation in decision-making processes. These factors collectively contribute to ineffective law enforcement and accountability deficits within government institutions. Moreover, the implementation of good governance in Indonesia is complicated by

socio-cultural and systemic factors (Sara & Saputra, 2021). Research by Das & Luthfi (2017) critiques the application of good governance principles as sometimes being incongruent with Indonesia's unique bureaucratic culture and societal characteristics, such as entrenched patronage networks and low civic engagement. This mismatch often leads to superficial compliance rather than substantive reform, limiting the transformative potential of governance initiatives.

In the public sector, studies indicate incremental progress in transparency and accountability but also highlight persistent issues such as corruption, inadequate internal audits, and insufficient public participation. These challenges suggest that institutional reforms need to be deepened and complemented by capacity building and stronger oversight mechanisms. Additionally, the legislative process in Indonesia faces difficulties in integrating good governance principles effectively, with overlapping regulations and political interests undermining transparency and public trust (Jaja & Aditya, 2022) The digital era introduces both opportunities and challenges for good governance. The implementation of e-government initiatives has positively impacted governance by enhancing transparency, efficiency, and accountability (Susniwati et al. 2025). However, obstacles such as the digital divide, infrastructure limitations, data security concerns, and human resource readiness remain significant barriers. Overcoming these hurdles requires comprehensive strategies including infrastructure development, digital literacy programs, supportive regulations, and cybersecurity enhancements to ensure that digital transformation translates into tangible governance improvements.

The study also investigates research inquiries, such as: 1). How does the literature on Good Governance in Indonesia in the last 5 years? 2). How good implementation on Good Governance in Indonesia?

Therefore, the urgency of good governance in Indonesia is underscored by the need to address corruption, improve public trust, and achieve sustainable development goals. The literature emphasizes a holistic approach that integrates institutional strengthening, technological innovation, and participatory governance. This approach must be adaptive to Indonesia's socio-political context and supported by consistent political commitment to realize the full benefits of good governance principles. The objective of this study is to analyze the discrepancy between theoretical frameworks and practical implementation by conducting a critical evaluation of recent policy innovations during the period 2019–2025.

2. MATERIALS AND METHODS

This study used a systematic literature review. Systematic literature reviews have certain advantages. First, it reduces bias and makes it easier to find and retrieve pertinent information (Kitchenham, B., Li, Z., & Burn, 2011). Secondly, it can assist in identifying gaps in certain literature to establish the course of future study (Page et al, 2021). Lastly, used Bibliometric and Vowviewer tools to conduct research studies. Bibliometric analysis's primary objective is to provide more organized and understandable scientific mapping (Goel et al, 2023). Mehta (2023) assertion that the study design using bibliometric analysis is supported by the fact that this method is highly beneficial for assessing the impact of publications through statistical analysis. VOSviewer is a powerful and versatile tool for bibliometric and scientometric analysis, enabling researchers to visually explore scientific landscapes, uncover hidden connections, and identify influential research trends in a user-friendly environment.

Inclusion and exclusion criteria

The SLR requires that articles be arranged according to certain criteria, including the type of article, its scope, its publication year, and its research context. Articles published between 2019 and 2025 are included in this study. Proceedings, book chapters, research reports, reference work entries, and conference papers were not included; only journal articles were taken into consideration. Social science; economic, econometrics & finance; and business management and accounting are all covered in the included articles. We have excluded articles from the domains of engineering and medicine. Systematic literature reviews (SLR), qualitative, quantitative, peer-reviewed, and empirical studies are among the study kinds taken into consideration; documentation and yearly reports were not. The study rejected items that

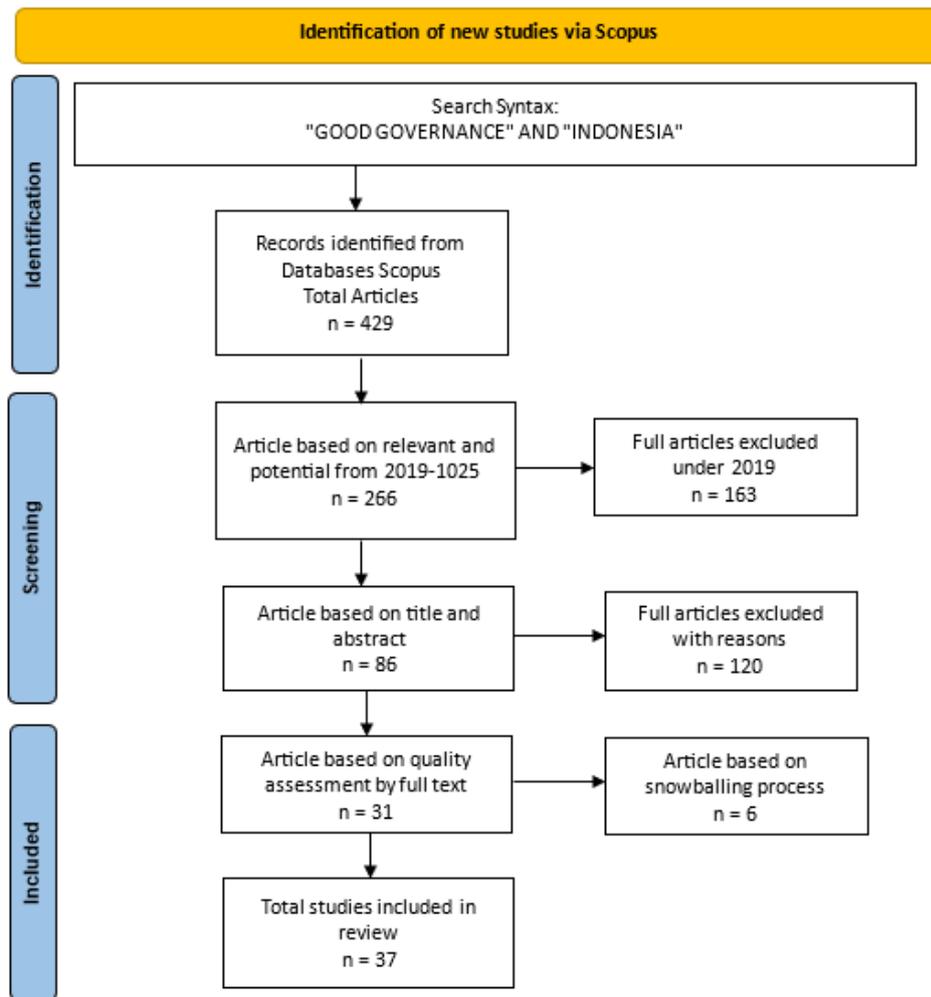did not suit the context, which is focus on Good Governance and Indonesia (

Figure **1**).

Systematic searching strategies

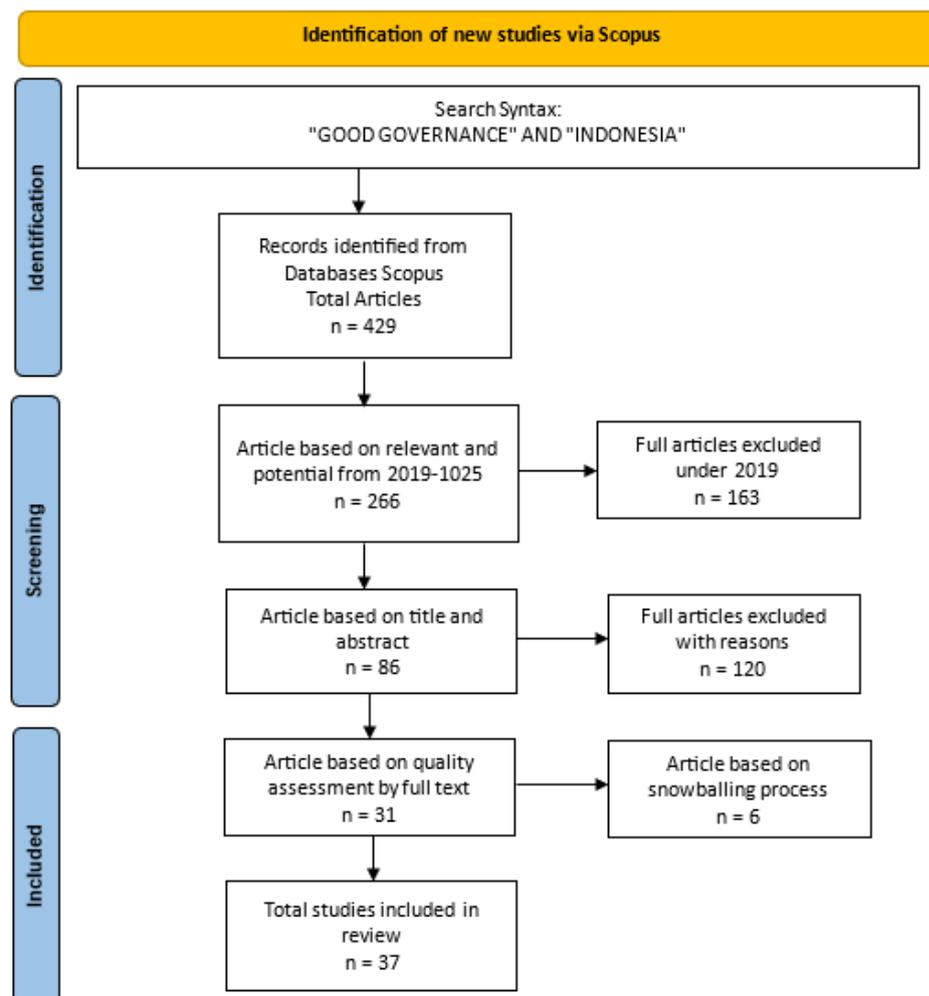The   search   techniques,   as   indicated   in

Figure **1.** PRISMA Flow Diagram, consisted of four subcategories: identification, screening, eligibility, and included.

Determining data sources and preparing research strategies

All articles were systematically gathered from esteemed international publication databases, specifically Scopus. The Scopus AI tool was utilized to authenticate the search selection methodology (Ali, N. B., & Usman, 2018). This research employed sophisticated search strategies, including Boolean operators (AND) to enhance the search queries and ensure a comprehensive exploration, thus retrieving relevant studies (MacFarlane et al., 2022). For instance, to locate research pertaining to good governance in Indonesia, this investigation utilized the following search string: (good governance AND Indonesia) OR (good government AND Indonesia). Initially, a search was executed employing the specified keywords as illustrated in Figure 3, which yielded 429 articles. From this initial pool, a selection was made to identify

pertinent and potentially related papers, resulting in 266 articles. A subsequent evaluation of the relevance of titles and abstracts facilitated the narrowing of the selection to 86 articles. The researcher then meticulously assessed the content of these articles, ultimately identifying 31 relevant articles. Additionally, the researcher included articles from references using the snowballing technique to improve the study's validity and reliability (Kitchenham, B., Li, Z., & Burn, 2011). The total number of articles used in this systematic literature review is 37. This phase entailed a comprehensive examination of the obtained scholarly articles, alongside an evaluation of the authors, the year of publication, and the central research themes. Following this, a synthesis was performed to elucidate the research inquiries and formulate conclusions.
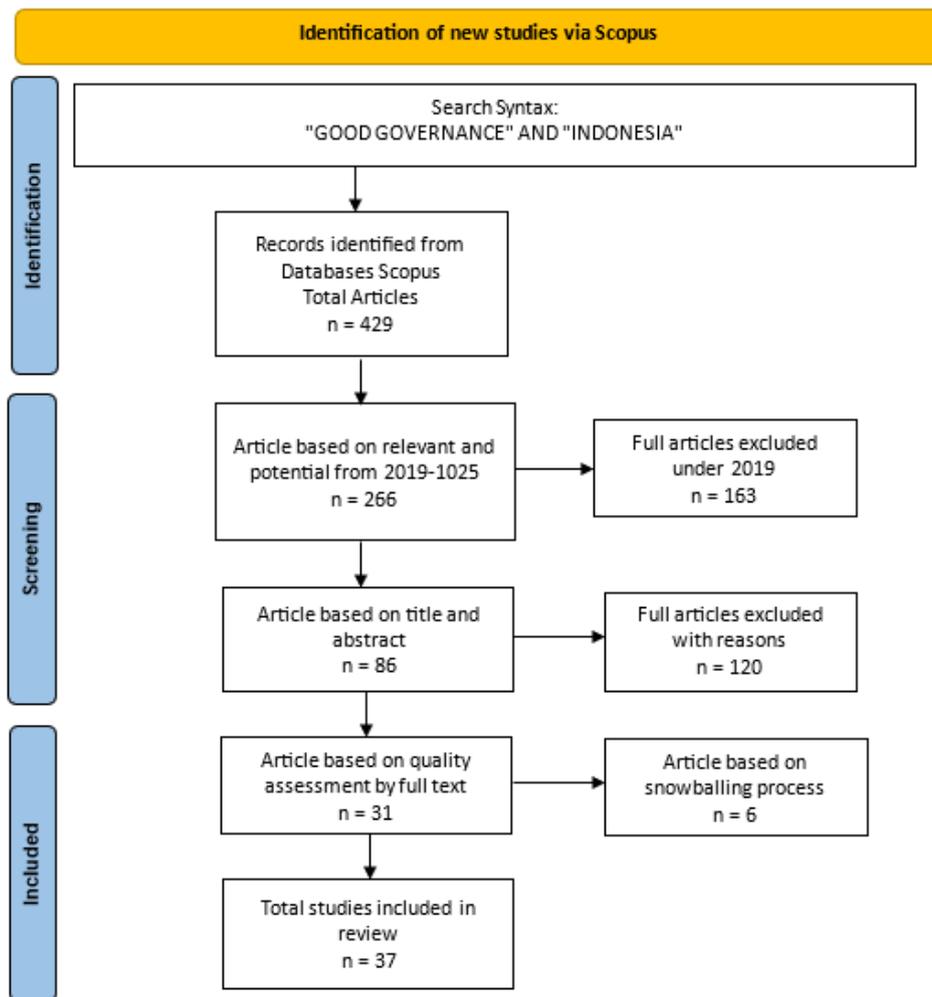

Figure 1. PRISMA Flow Diagram.
Source: Developed by Author, 2025.

3. FINDINGS

Figure 2. Network Visualitazion.
Source: Author's own work (2025).

The image above is a network visualization map, commonly used in bibliometric and scientometric analyses to illustrate the relationships and co-occurrences among key concepts or keywords within a body of academic literature or research data. This visualization is generated using specialized software, such as VOSviewer, to map the connections between different research topics, showing how frequently they appear together and how they cluster into thematic groups (FINDINGS

Figure *2*).

That figure is the result of a network visualization from a VOSviewer analysis, showing the interconnections between keywords in scientific research related to the theme of "good governance" in Indonesia. In other words, "good governance" is not just a frequently discussed theme, but also a key node that connects various important topics in the study of governance and public policy in Indonesia. This term is closely linked to issues such as corruption, village

funds, bureaucratic reform, community empowerment, and collaborative governance, all of which demonstrate the complexity and multidimensional interconnections in the practice of governance.

The large word size in this visualization also represents that "good governance" is the main focus in the academic discourse related to development, transparency, and accountability, especially in the context of Indonesia. For example, its connection with the "village fund" reflects the attention given to the importance of good governance in managing public budgets at the local level. Similarly, the relationship with "corruption" indicates that suboptimal governance practices can create opportunities for the abuse of power and budget misuse. Additionally, the connection with "community development" and "participation" emphasizes that the application of good governance principles cannot be separated from the active participation of the community in the planning, implementation, and oversight processes of development   programs. Thus, the larger the size of a word in this network visualization, the more important the role of that concept in shaping the framework of thought and research direction. "Good governance" in this case is not just a theme, but also the main conceptual framework used to understand and explain the dynamics of public policy, bureaucratic effectiveness, and anti-corruption efforts, particularly in the context of strategic policies such as village fund management in Indonesia.

4. RESULTS

1 Descriptive Analysis

The systematic literature review (SLR) on good governance in Indonesia provides a comprehensive overview of the research landscape, highlighting publication trends, thematic focus, and the distribution of scholarly attention within this field over the period 2019–2025. This section synthesizes the key findings derived from bibliometric mapping and content analysis, offering valuable insights into the evolution and current state of research on good governance in the Indonesian context.

The SLR identified a total of 37 peer-reviewed journal articles published between 2019 and 2025 that met the inclusion criteria. These articles were sourced exclusively from the Scopus database, ensuring a high standard of academic rigor and relevance. The selection process, as illustrated by the PRISMA flow diagram, involved several stages, starting from an initial pool of 429 articles, which was systematically narrowed down through screening, eligibility checks, and content evaluation. The final corpus reflects a focused body of literature

that addresses both theoretical and practical aspects of good governance in Indonesia (

Figure **1**).

The network visualization map, generated using VOSviewer, depicts the intricate relationships among the most frequently occurring keywords (FINDINGS

Figure *2*).

Figure *2*).

Table 1. Research discussion.

No	Researchers and year	Research discussion
1	(Usman et al., 2020)	This study examines how entrepreneurial leadership and good governance impact operational performance through business process management in Batik SMEs in Surabaya. Results show leadership and governance significantly affect both business process management and operational performance, but business process management does not directly influence operational performance. The study highlights the importance of developing entrepreneurial leadership and good governance for better business management in Batik SME.
2	(Afandi et al., 2019)	This study found human resource competence indirectly improves village funding program performance through good governance, which significantly enhances the program. Effective good governance is essential for successful village funding management.
3	(Nuryanto et al., 2025)	This qualitative study of Condongcatur village highlights effective good governance driving successful Hamlet-based community development. Tailored policies met local needs efficiently despite challenges in knowledge and accountability. The research offers valuable best practices that can be adapted for community development in other Indonesian regions.
4	(Zakiruddin, 2021)	This study reveals challenges in Indonesian Hajj financial management, including dual authority, inefficiency, and fraud risks. Despite existing regulations, the system lacks clear identity and principles. Implementing good governance—legal certainty, justice, and transparency—is essential to reform and ensure effective, accountable Hajj fund management.
5	(Susiatiningsih et al., 2021)	This qualitative study reveals that developing countries often struggle with good governance due to a lack of critical understanding and innovation. The gap between expectations and reality results in suboptimal governance implementation. Success in good governance innovation depends on leaders and leadership styles aligned with local culture. Specifically, in the Javanese

context, integrating good governance principles with Javanese philosophy creates a unique and effective governance model. This fusion of theory and local wisdom enhances governance outcomes in the local context.

6	(Ismail, 2020)	This qualitative study concludes that corruption in Indonesia is an extraordinary crime deeply linked to moral issues. Implementing the local wisdom of Siri 'Na Pacce, which emphasizes honesty, social solidarity, and rule compliance, offers a promising approach to preventing corruption. Embracing these values among citizens and officials can strengthen efforts to combat corruption and promote good governance in Indonesia.
7	(Putri et al., 2024)	This study looks at how village governments in Indonesia use control, accountability, transparency, and participation to stop corruption. Interviews with village staff and auditors show problems that hurt good governance and allow corruption. The study suggests creating clear rules for accounting, audits, and controls in villages. It is one of the first studies to focus on village governance and offers new ideas to fight corruption at the local level.
8	(Mochtar & Afkar, 2022)	This study concludes that the President's power during Indonesia's election transition period requires clear constitutional regulation and technical enforcement through a presidential transition law. Without such rules, there is a risk of power abuse by incumbents. Comparative analysis with Ghana, Liberia, and the U.S. highlights the need for legal frameworks to ensure good governance and prevent misuse of authority during this sensitive period
9	(Herlambang et al., 2023)	This study compares Indonesia's and Japan's governmental responses to land subsidence, focusing on good governance principles like transparency and community engagement. It highlights policy development, stakeholder involvement, and technological solutions, offering valuable insights into effective

strategies for managing land subsidence and mitigating its environmental and social impacts.

10 (Jaja & Aditya, 2022)   This paper highlights the vital role of parliaments in promoting democracy and good governance, emphasizing their legislative, representative, and oversight functions. It discusses challenges faced by parliaments in Indonesia and Africa, arguing that strong parliamentary governance is essential for democratic progress and addressing political, economic, and social issues.

11 (Ghofar et al., 2022)   This study develops a good corporate governance model tailored for village-owned enterprises, addressing unique agency problems. Using grounded theory, it explores how these enterprises manage intellectual capital, filling gaps in literature that mostly focus on listed companies, and offers insights into effective governance in village businesses

12 (Sjuchro et al., 2023)   This article examines how PASS FM community radio in Indonesia promotes good governance by enhancing transparency and public participation. It breaks communication barriers between citizens and local government, optimizes local potential, and partners with authorities to serve public interests effectively at the local level.

13 (Handayani et al., 2023) This study shows that good governance positively influences village government performance by shaping villagers' positive perceptions. While direct effects on public participation were unsupported, positive perceptions mediate the relationship between governance and participation. Building public trust and perception is crucial for empowering rural communities and enhancing sustainable village development.

14 (Marwan et al., 2022)   This study concludes that Indonesia's digital law enforcement struggles with cybercrime amid rapid digital economy growth. The government lacks full implementation of good governance principles like transparency and accountability. Applying good governance can balance and support effective regulation, law

enforcement, and social impact in Indonesia's evolving digital society.

15	(Asyikin, 2020)	This research highlights that bureaucratic reform in Indonesia requires more than strong laws; it needs civil servants embodying prophetic values rooted in moral ethics. Integrating these religious principles across government branches can guide public servants toward ethical behavior, reducing corruption and promoting good governance in public service delivery.
16	(Engkus, 2023)	This study finds that oversight of local revenues from traditional market fees at Ciwidey Market is ineffective. To improve, stricter, clear, and collaborative Standard Operating Procedures are needed to enhance supervision and support good governance in managing market revenues
17	(M.fatem et al., 2020)	The Sausapor Declaration has been pivotal in balancing government politics, conservation, and indigenous rights in Tambrauw District. It supported establishing Tambrauw as a Conservation District, protecting vast forests and indigenous cultures. Through extensive lobbying and advocacy, it secured policy legitimacy, prioritized eco-tourism, and promoted sustainable development aligned with local community interests and environmental preservation.
18	(Kusworo et al., 2021)	This study reveals limited stakeholder participation and weak moral involvement in collaborative governance in Banyumas Regency, Central Java. Government dominance in policy planning hinders effective collaboration, impacting good governance. Enhancing inclusive participation and shared responsibility is essential for improving policy development and sustainable governance in the region
19	(Wahyurudhanto, 2020)	This study highlights that good governance is central to Indonesia's bureaucratic reform over the past two decades. It emphasizes the need to improve government human resource performance, enhance community participation in policymaking,

and strengthen accountability in public sector administration to achieve effective and transparent governance.

20	(Fauzan & Jahja, 2021)	This study looks at research about good governance from 1984 to 2020 using 1,954 articles from the Scopus database. It shows that studies on good governance have grown, especially after 2011. Researchers from 123 countries contributed, with the US, UK, and Indonesia leading. Most research is in social sciences, and the International Review of Administrative Sciences published the most papers. The study uses tools to analyze and visualize the data, filling a gap in understanding good governance research trends.
21	(Periansya et al., 2023)	This study finds that whistleblowing and good governance significantly increase fraud awareness in Palembang's local government. However, fraud awareness alone does not effectively prevent fraud. Consistent whistleblowing systems, anti-corruption culture, and supervision are essential for successful fraud prevention efforts.
22	(Dharmika & Subanda, 2023)	This study shows that Bali's Investment and Integrated One Stop Service (IIOSS) effectively implements good governance through quality, transparent, and efficient public services. Utilizing digital systems like PRESTISE and employee training, IIOSS meets national standards and achieves high community satisfaction, demonstrating successful adaptation and service excellence.
23	(Sary et al., 2024)	Implementing the merit system in Indonesia's State Civil Apparatus strengthens good governance by promoting professionalism, transparency, and accountability. It reduces nepotism and corruption, improves public service quality, and builds public trust, leading to a more efficient, fair, and responsive government bureaucracy.
24	(Simangunsong et al., 2019)	This study validates a strategic framework linking good governance, infrastructure development, and community empowerment as key to sustainable public sector management in Indonesia. Using advanced quantitative methods, it provides

		valuable guidance for local government managers to enhance regional competitiveness and supports long-term sustainability in public sector decision-making.
25	(Kurniawati et al., 2019)	This study reveals that bureaucratic reforms positively impact good governance and public service quality in Indonesian archival institutions. While reforms do not directly improve organizational performance, their indirect effect through enhanced governance and service quality is significant, highlighting the need to strengthen reform implementation to boost institutional performance.
26	(Ramadhan, 2019)	This study analyzes how government performance and institutional quality influence Indonesia's economic growth using GMM time series. Key factors include governance indicators like voice and accountability, political stability, corruption control, and rule of law. Results show both government performance and institutional quality significantly drive economic growth, highlighting the need for ongoing evaluation and monitoring.
27	(Rusdiono et al., 2024)	This study highlights that poor good governance, marked by inconsistent infrastructure projects and complex bureaucracy, hinders development in Entikong Subdistrict. It emphasizes the need for improved public communication and greater local participation to address authority challenges and foster economic growth and community welfare in the border area.
28	(Hartanto et al., 2021)	This study finds that perceived accountability, responsiveness, and transparency positively influence public trust in local government, with e-governance effectiveness mediating these relationships. The integrated framework offers valuable insights for policymakers to enhance good governance practices and rebuild public trust, particularly in Indonesia and similar developing countries
29	(Engkus et al., 2023)	This study reveals that the National Basic Food Assistance program in Mandalajati District generally follows good governance principles. However, challenges remain, including

limited community participation, insufficient transparency, and outdated recipient data, which hinder the program's effectiveness in alleviating poverty as mandated by Indonesia's constitution.

30	(Marif et al., 2021)	This study highlights that good governance in Indonesia's health services is rooted in participation, transparency, efficiency, and accountability. As a constitutional obligation, the government must ensure accessible, quality health services and cover insurance costs for the poor, reinforcing its responsibility to uphold citizens' health rights effectively
31	(Amir et al., 2023)	This study finds that in Kendari City, public service management dimensions like security and competence significantly influence good governance implementation, while others show less impact individually. Together, all dimensions significantly affect governance, highlighting the need for technology-based, integrated, and accessible e-government systems to enhance public service quality.
32	(Kismartini et al., 2022)	This study shows that while multiple stakeholders—including government, community, private sector, academia, and media—are involved in Indonesia's corruption eradication efforts, their roles and collaboration remain suboptimal. Strengthening cooperation among these groups is essential to enhance anti-corruption initiatives and achieve effective good governance.
33	(Arti & Rizky, 2023)	Indonesia's government continuously reforms to achieve good governance through policies emphasizing public participation aligned with democracy. Although efforts began during the reform era, good governance has yet to be fully realized, as Indonesia still faces significant challenges in effectively implementing this ideal governance concept
34	(Mupfumira et al., 2024)	This research identifies technology, good governance, environmental concerns, and citizen involvement as essential components for adaptable, sustainable smart city frameworks. Despite cybersecurity and technological vulnerabilities, combining these elements with effective management enables

		cities to customize smart solutions, fostering resilience and sustainability tailored to their unique needs
35	(Ida et al., 2025)	Social networks significantly boost youth political participation and efficacy in Indonesia, fostering engagement and informed opinions. However, the study emphasizes that both online and offline involvement are essential to achieve truly inclusive, participatory democracy and good governance, highlighting the need for comprehensive civic engagement beyond digital platforms.
36	(Husadha et al., 2025)	This study finds that companies with weak governance tend to hold more cash, reflecting agency conflicts. Good governance and stable cash holdings positively influence financial performance, which in turn enhances company value. Effective governance mechanisms are crucial for optimizing cash management and increasing firm value in Indonesia's food and beverage sector.
37	(Rahman et al., 2025)	This article compares Indonesia's decentralised governance, which risks local corruption due to weak oversight, with Malaysia's centralised system, which enforces anti-corruption laws consistently but fosters nepotism. It explores the challenges both countries face in balancing good governance benefits against the drawbacks of their respective power structures

Source: Author's own work (2025).

The research discussion table provides a nuanced overview of good governance implementation across various sectors in Indonesia during the period 2019–2025. The findings indicate that the principles of good governance—transparency, accountability, participation, rule of law, and effectiveness—have been increasingly integrated into the practices of both public and private sectors (Herlambang et al., 2023; Putri et al., 2024; Zakiruddin, 2021). Key sectors demonstrating notable progress include public administration, local government, education, health, environmental management, and digital services. In the public administration and local government sectors, the adoption of good governance frameworks has led to improvements in bureaucratic efficiency, service delivery, and community engagement (Hartanto et al., 2021; Periansya et al., 2023; Simangunsong et al., 2019). The education sector has made strides in promoting transparency and accountability in school management and

resource allocation, while the health sector has focused on increasing public participation and ensuring equitable access to services. Environmental management initiatives have incorporated participatory approaches and inter-agency collaboration, especially in addressing issues such as forest fires and conservation (M.fatem et al., 2020). Additionally, the rise of e-government and digital transformation has facilitated more transparent and responsive governance, particularly in urban centers.

Despite these advancements, the implementation of good governance in Indonesia still faces significant challenges. One persistent barrier is the entrenched culture of corruption and patronage, which undermines efforts to institutionalize transparency and accountability, especially at the local level (Rahman et al., 2025). Bureaucratic inertia and resistance to change also impede reform initiatives, as does the uneven capacity of human resources across regions and sectors. Legal and regulatory ambiguities, coupled with inconsistent law enforcement, further complicate the realization of good governance principles. Moreover, limited public awareness and participation, particularly in rural and marginalized communities, restrict the effectiveness of governance reforms. Digital divides and disparities in technological infrastructure present additional obstacles, hindering the full potential of e-governance and digital public services (Marwan et al., 2022).

Overall, while the period 2019–2025 has witnessed meaningful progress in the adoption of good governance practices in Indonesia, the degree of implementation varies considerably across sectors and regions. Sectors with strong leadership, adequate resources, and external oversight tend to report better outcomes, whereas those grappling with institutional weaknesses and socio-political complexities lag behind. The research underscores the necessity of sustained commitment, capacity building, and inclusive policy frameworks to overcome existing barriers and ensure that good governance principles are embedded across all levels of Indonesian society. Continued efforts to address corruption, strengthen legal frameworks, and enhance citizen engagement will be crucial to advancing the quality and effectiveness of governance in Indonesia in the years ahead.

2 Applied Theory and Framework

The application of theoretical perspectives and frameworks in the study of good governance in Indonesia during 2019–2025 reflects the complexity and multidimensionality of governance challenges in the country. Most of the reviewed literature is grounded in the classical principles of good governance, as articulated by international organizations such as the World Bank and UNDP, emphasizing transparency, accountability, participation, rule of law, and effectiveness. These foundational principles are frequently adapted to the Indonesian

context, where socio-cultural factors, bureaucratic traditions, and political dynamics play a significant role in shaping governance outcomes. Several studies employ institutional theory to analyze how formal structures, regulations, and informal norms interact to either facilitate or hinder the realization of good governance. Additionally, the principal-agent theory is often utilized to explain issues of accountability and corruption, particularly in the relationship between government officials (agents) and the public (principals). Participatory governance models also feature prominently, highlighting the importance of community engagement, stakeholder collaboration, and bottom-up approaches in policy implementation.

Recent research further integrates digital governance frameworks, acknowledging the transformative impact of e-government initiatives on transparency, service efficiency, and public participation. The literature suggests that a holistic and adaptive framework is necessary to address the persistent gaps between theory and practice. This integrated framework should combine institutional strengthening, technological innovation, and participatory mechanisms, while remaining sensitive to Indonesia's unique socio-political landscape. It must also incorporate continuous capacity building, robust oversight, and responsive legal reforms to ensure that governance improvements are sustainable and inclusive. In summary, the applied theoretical approaches underscore the need for a dynamic, contextually grounded, and multi-stakeholder framework to advance good governance in Indonesia.
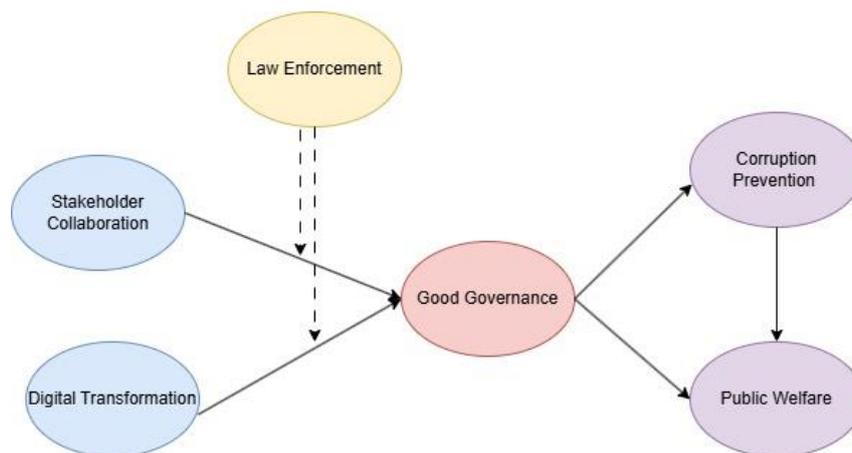

Figure 3. Conceptual framework for further study

Source: Developed by Author, 2025

5. THEORETICAL CONTRIBUTIONS

Good governance is a central concept in the academic literature that examines public policy issues in Indonesia, particularly those related to village fund management and anti-corruption efforts. The main theoretical contribution of these findings lies in strengthening the

position of good governance as a conceptual framework that is not only normative but also operational in explaining the challenges and dynamics of policy implementation at the local level.

First, this research expands the theoretical understanding of good governance by demonstrating that principles such as transparency, accountability, public participation, and oversight are highly relevant in the context of village fund management. In this case, good governance not only serves as a measure of governance quality but also becomes a theoretical approach that can be used to analyze the effectiveness of fiscal decentralization programs in Indonesia.

Second, this contribution highlights the causal relationship between the weak implementation of good governance principles and the high potential for agency costs and corruption practices in village fund management. Thus, the principal-agent theory approach commonly used in corruption studies can be strengthened through the integration of the good governance framework, where the community (principal) plays a crucial role in overseeing the agent (village apparatus).

Third, this finding also enriches the literature on community development by showing that the success of community-based development heavily relies on the presence of a good governance system. Therefore, good governance can be positioned as a structural prerequisite for sustainable participatory development at the village level.

Finally, this research contributes to the development of governance theory in the context of developing countries, particularly Indonesia, by emphasizing that issues such as corruption, bureaucratic reform, and public resource management need to be understood in an integrated manner within an adaptive and contextual governance framework. Subsequent research can develop a more specific theoretical model to measure the relationship between stakeholder collaboration, digital transformation, law enforcement, good governance principles, and the corruption prevention that can benefit for public welfare

6. PRACTICAL CONTRIBUTION

The findings from this bibliometric visualization analysis provide significant practical contributions, especially for policymakers, village government officials, and supervisory agencies in order to improve the quality of local governance. First, these results emphasize the importance of thoroughly applying good governance principles in the management of village funds. Practices of budget transparency, accountability in fund usage, and community

involvement in the planning and evaluation processes need to be strengthened as concrete steps to minimize the chances of corruption and enhance public trust in village governance.

Second, these results provide practical guidance for central and regional governments to design capacity-building programs for village officials. This includes training in financial management, understanding village fund regulations, and public service ethics in accordance with the principles of good governance. Improving this capacity will help village officials understand their responsibilities as public fund managers, while also strengthening the culture of integrity in village governance.

Third, another practical contribution is the need to optimize the information technology-based monitoring system. The government can develop and expand the use of digital village accountability systems (such as Siskeudes) that allow for real-time reporting and monitoring of fund usage. This is in line with efforts to realize modern, efficient governance that is more difficult to misuse by irresponsible individuals.

Fourth, these findings provide a practical basis for external oversight institutions and civil society to promote transparency and public participation. For example, by providing community reporting channels, forming citizen forums, or regularly holding open village deliberations, the decision-making process can become inclusive and accountable. Lastly, for civil society organizations and academics, these findings can serve as a foundation for developing training modules, policy advocacy, or applied research focused on strengthening good governance in the local context. This is very important in supporting the agenda for sustainable village development free from corruption practices, as well as ensuring that village funds are truly used to improve the welfare of the community equitably and justly.

7. LIMITATION DAN FUTURE RESEARCH

This systematic review is subject to certain limitations, such as implementation good governance in Indonesia. The focus on Scopus-indexed articles may have excluded relevant studies published in non-indexed journals or other literature. The usage of particular keywords and inclusion criteria may have caused the search technique to overlook some pertinent articles. Future research should focus on addressing the identified gaps in the literature, such as exploring how a good governance system can preventive corruption in greater detail, examining the impacts of community empowerment, digital transformation and developing more robust and context-specific sustainability indicators. Future research could include a comparison of the implementation of good governance in Indonesia with other developing countries.

8. CONCLUSION

The application of good governance principles in Indonesia has become an important framework in public administration with a focus on transparency, accountability, participation, law enforcement, and effective service delivery. Although there has been progress in institutionalizing these principles, their implementation still faces various significant challenges, particularly rampant corruption, a culture of patronage, and uneven human resource capacity across different regions. Other obstacles include bureaucratic resistance, regulatory ambiguity, and limited community participation, especially in remote and marginalized communities. In the digital era, e-government initiatives provide opportunities to enhance transparency and efficiency, but the digital divide and uneven infrastructure remain major obstacles. This study emphasizes the need for a holistic approach that integrates institutional strengthening, technological innovation, and participatory governance that is adaptive to the socio-political context of Indonesia. Consistent political commitment, capacity building, and strengthening oversight and community engagement are key to overcoming these obstacles and achieving comprehensive good governance in Indonesia in the future. So, it can be concluded that the implementation of good governance in Indonesia is still not good enough.

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