

Good Governance in Environmental Management: A Descriptive Analysis of the Serang City Environmental Agency (Dinas Lingkungan Hidup Kota Serang)

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Abstract (10 PT)

This study examines the implementation of good governance principles at the Serang City Environmental Agency (Dinas Lingkungan Hidup Kota Serang), focusing on the dimensions of transparency, accountability, participation, and rule of law. Employing a qualitative descriptive method, data were collected through in-depth interviews, documentation analysis, and direct observation conducted between July and September 2024. The findings reveal that while formal regulatory frameworks aligned with Law No. 32/2009 on Environmental Protection and Management are in place, practical application of good governance principles remains uneven. Transparency is constrained by limited public access to environmental data, accountability mechanisms face institutional shortcomings, and community participation in environmental decision-making is largely tokenistic. This study argues that sustainable environmental governance requires integrated bureaucratic reform, strengthened anti-corruption measures, and genuine public engagement. These findings contribute to understanding how local government agencies in Indonesia can better align institutional practices with the normative demands of good governance in the environmental sector

Keywords : *Good governance, environmental agency, public administration, bureaucratic reform, Serang City, accountability, transparency.*



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INTRODUCTION (Capital, bold , Times new romance 11 pt)

Environmental governance has become one of the central concerns in contemporary public administration discourse, particularly in the context of developing countries facing the dual challenge of economic growth and ecological sustainability. In Indonesia, local government agencies responsible for environmental management occupy a critical position in translating national environmental policies into concrete action at the municipal level. The Serang City Environmental Agency, known as Dinas Lingkungan Hidup Kota Serang, represents such an agency operating within the administrative capital of Banten Province. Despite its strategic importance, empirical studies examining the application of good governance principles in this specific institution remain scarce, leaving a significant gap in the scholarly understanding of environmental public administration in the region.

Good governance, as a normative framework, encompasses principles such as transparency, accountability, participation, rule of law, responsiveness, and effectiveness. These principles, articulated across international and national regulatory instruments, are widely recognized as essential conditions for sustainable and legitimate public service delivery. At the national level, Law No. 32/2009 on the Protection and Management of the Environment mandates that environmental management be conducted in a transparent, participatory, and accountable manner. However, translating these legal mandates into organizational practice

remains a persistent challenge for many local government bodies in Indonesia, partly due to structural constraints, limited institutional capacity, and inadequate mechanisms for public oversight.

The concept of good governance itself emerged prominently in international development discourse during the 1990s, championed by international financial institutions such as the World Bank and the United Nations Development Programme (UNDP). The UNDP's 1997 conceptual framework identified eight core characteristics of good governance: participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive, and following the rule of law. These characteristics have since been adopted and adapted within the Indonesian administrative reform agenda, forming the normative basis for evaluating governmental performance at all levels, including local environmental agencies. Within the Indonesian constitutional system, good governance principles are embedded in Law No. 28/1999 on the Administration of Clean and Free-from-Corruption Government, as well as in subsequent regulations governing public service delivery and administrative procedure.

The relevance of examining the Serang City Environmental Agency is further underscored by the broader context of bureaucratic reform in Indonesia. Turner, Prasojo, and Sumarwono (2022) have noted that despite decades of reform initiatives, Indonesian bureaucracy continues to exhibit structural deficiencies including inefficiency, poor service delivery, and governance lapses that undermine the quality of public administration. This observation resonates strongly in the environmental sector, where institutional weaknesses can have lasting consequences for ecological sustainability and community well-being. In the case of Serang City, rapid urbanization, industrial expansion in surrounding Banten Province, and growing concerns over waste management and air quality have placed increasing pressure on the Environmental Agency to perform effectively and responsibly.

Serang City, as the provincial capital of Banten, faces a distinct set of environmental governance challenges. With a population of approximately 700,000 inhabitants and a rapidly expanding urban footprint, the city has experienced intensifying pressures on its natural environment, including declining surface water quality in the Cibanten River basin, growing volumes of municipal solid waste, and air quality deterioration linked to industrial activity in the surrounding Cilegon-Serang corridor. These environmental pressures make the performance of the Dinas Lingkungan Hidup not merely an administrative concern but a matter of direct public health and ecological significance. The capacity of the agency to respond effectively to these challenges is therefore directly tied to the quality of its governance practices. Prior studies have tended to focus on good governance at the level of city or provincial government in general, without delving into the specific dynamics of environmental agencies. Widanti (2022) emphasized that good governance for efficient, responsive, and transparent public services requires not only structural reforms but also cultural and behavioral changes within government institutions. Similarly, Yaro (2023) argued that bureaucratic capacity and accountability mechanisms are fundamental instruments of effective policy implementation. These theoretical anchors provide a useful departure point for examining how the Serang City Environmental Agency navigates the demands of good governance in its day-to-day operations. The institutional context of the Dinas Lingkungan Hidup Kota Serang is shaped by overlapping regulatory frameworks at the national, provincial, and municipal levels. At the national level, the primary legislative instrument is Law No. 32/2009 on Environmental Protection and Management (UUPPLH), which was amended by the Job Creation Law (Omnibus Law) in 2020. This law establishes the normative architecture for environmental governance in Indonesia, including provisions on environmental assessment, monitoring, licensing, enforcement, and community participation. At the provincial level, Banten Provincial Regulation No. 2/2016 on Environmental Protection and Management provides additional directives for environmental governance within the province. At the municipal level, Serang City has enacted its own local regulation on environmental management, although the effective implementation of these regulatory instruments at the agency level has not been systematically evaluated prior to this study.

This study is therefore motivated by the need to generate empirical evidence on the state of good governance implementation at the Dinas Lingkungan Hidup Kota Serang, with particular attention to the dimensions of transparency, accountability, participation, and rule of law. By adopting a qualitative descriptive approach, this research aims to provide a nuanced and contextually grounded account of governance practices within this agency, identify gaps between formal mandates and actual implementation, and offer constructive recommendations for improvement. The findings are expected to be relevant not only for local policymakers in Serang City but also for broader scholarly conversations on environmental governance and bureaucratic reform in Indonesia

RESEARCH METHODS (Capital, bold , Times new romance 11 pt)

This research employs a qualitative descriptive method, which is particularly well suited for studies aiming to understand complex social phenomena in their natural settings. The qualitative approach allows the researcher to capture the depth and nuance of governance practices at the Dinas Lingkungan Hidup Kota Serang, going beyond statistical measurements to explore the meanings, processes, and contextual factors that shape institutional behavior. As a descriptive study, the primary aim is to systematically portray the existing conditions of good governance implementation within the agency, rather than to test hypotheses or establish causal relationships.

The epistemological foundation of this study is rooted in the interpretive paradigm, which treats social reality as constructed through the meanings and interpretations of actors within specific institutional and cultural contexts. This paradigm is well aligned with the research objective of understanding how governance principles are interpreted, applied, and contested within the organizational culture of the Dinas Lingkungan Hidup Kota Serang. The interpretive stance also allows the researcher to be attentive to the discrepancies between official narratives and lived experiences of governance, which is particularly important in contexts where formal compliance with governance standards may mask substantive deficiencies.

Data collection was conducted between July and September 2024 using three complementary techniques. First, in-depth semi-structured interviews were carried out with key informants including the Head of the Environmental Agency, two Section Chiefs responsible for environmental monitoring and public services respectively, three frontline civil servants, and five community members who had interacted with the agency's services. The selection of informants was guided by purposive sampling, ensuring that participants with direct knowledge and experience of the agency's operations were included. Second, documentation analysis was conducted, drawing on official documents such as annual performance reports (LKIP), environmental monitoring data, organizational structure charts, public information disclosure records, and complaint handling logs from 2022 to 2024. Third, direct observation was undertaken at the agency's main office and at selected environmental monitoring sites in Serang City to corroborate information obtained from interviews and documents.

The interview protocol was developed based on the theoretical framework of good governance as operationalized in the Indonesian regulatory context, with specific probes designed to elicit responses on each of the four governance dimensions examined. Interviews were conducted in Bahasa Indonesia, recorded with the consent of participants, and subsequently transcribed verbatim. The transcripts were then translated and analyzed thematically, with themes developed both deductively from the theoretical framework and inductively from the data. The documentation analysis involved systematic review of agency records using a documentary analysis framework that assessed the comprehensiveness, accessibility, and currency of available information. Field observation notes were recorded in a structured observation log, focusing on the physical and procedural aspects of agency operations, the nature of staff-citizen interactions, and the visible indicators of governance quality.

Data analysis followed the interactive model proposed by Miles, Huberman, and Saldana, which involves three concurrent stages: data condensation, data display, and conclusion drawing and verification. In

the condensation stage, interview transcripts and documentary data were coded using a combination of descriptive and interpretive codes, with particular attention to indicators of governance quality across the four dimensions. In the display stage, thematic matrices were constructed to organize and visualize patterns of governance practice across informants and data sources. In the conclusion drawing stage, cross-cutting themes were identified and interpreted in relation to the existing literature on good governance and environmental administration in Indonesia.

Triangulation of data sources and methods was employed to enhance the credibility and validity of the findings. Member checking was also conducted by sharing preliminary findings with key informants to verify accuracy and completeness of the researcher's interpretations. Ethical considerations were observed throughout the research process, including obtaining informed consent from all participants and ensuring the confidentiality of sensitive institutional information where required. Reflexivity was maintained through the researcher's ongoing critical reflection on potential biases arising from their position as academic researchers engaged with governance reform discourse.

RESULTS AND DISCUSSION

The findings of this study are organized around four core dimensions of good governance as conceptualized in the literature and as operationalized in the Indonesian regulatory context: transparency, accountability, public participation, and the rule of law. Each dimension is analyzed in relation to the actual practices observed at the Dinas Lingkungan Hidup Kota Serang, drawing on interview testimonies, documentary evidence, and field observations. The analysis reveals a consistent pattern in which formal governance mechanisms are in place but substantive governance quality falls short of normative standards across all four dimensions.

Transparency in Environmental Information Disclosure

Transparency, defined as the openness of government decisions and the processes underlying them, constitutes a foundational element of good governance. In the context of environmental management, transparency requires that the public have access to environmental quality data, monitoring results, permit issuances, and enforcement actions. The findings at the Dinas Lingkungan Hidup Kota Serang reveal a mixed picture. On one hand, the agency has taken steps toward institutional transparency by publishing annual environmental status reports (SLHD) on the official website of Serang City government and by maintaining a public information service desk at the agency's office. On the other hand, data from interviews and documentation suggest that the availability and accessibility of detailed environmental monitoring data remain limited.

Community informants reported difficulty in obtaining specific information about air quality indices, industrial effluent monitoring results, and the progress of environmental permit applications without engaging in repeated formal requests. One community representative stated that the process of obtaining environmental monitoring data through the official information request mechanism under the Freedom of Information Law (Law No. 14/2008) often required multiple submissions and extended waiting periods that discouraged members of the public from pursuing information requests. This procedural friction in information access represents a substantive barrier to transparency that formal compliance indicators do not capture.

This gap between formal transparency mechanisms and practical accessibility aligns with observations made in the broader governance literature. Amima and Taharuddin (2023) noted that transparency confined to formal documentation or compliance checklists fails to foster genuine accountability or public trust. The situation at the Dinas Lingkungan Hidup Kota

Serang suggests that transparency in this agency has yet to transition from a compliance-oriented exercise to a genuinely communicative and open governance practice. Digital channels, while available, are not systematically used to disseminate real-time environmental data or to facilitate interactive communication with the public.

Sofyani, Riyadh, and Fahlevi (2020) have argued that information technology governance plays a significant intervening role in improving service quality, accountability, and transparency in local government. The limited exploitation of digital tools for environmental information disclosure in Serang City represents a missed opportunity to enhance transparency in ways that are accessible, timely, and user-friendly. The agency's information disclosure practices, while legally compliant in their basic form, do not yet fully leverage the institutional possibilities offered by e-government infrastructure. The national Electronic-Based Government System (SPBE) policy, if effectively implemented within the agency's operational framework, could significantly bridge the gap between formal transparency compliance and practical information accessibility.

A comparative analysis of transparency practices across similar environmental agencies in Indonesian cities reveals that proactive disclosure — where agencies voluntarily publish environmental data beyond minimum legal requirements — is associated with higher levels of public trust and more effective environmental compliance by regulated entities. Agencies in cities such as Surabaya and Bandung have implemented online environmental monitoring dashboards that provide near-real-time data on air quality and surface water parameters, demonstrating that the technological infrastructure for enhanced transparency exists and is feasible within the constraints of local government budgets. The Dinas Lingkungan Hidup Kota Serang's current approach to transparency, which relies primarily on reactive disclosure in response to formal requests, represents a less advanced stage of transparency development that constrains both accountability and public engagement.

Accountability Mechanisms and Performance Oversight

Accountability in public administration refers to the obligation of public officials and institutions to answer for their actions, decisions, and performance to those they serve. At the Dinas Lingkungan Hidup Kota Serang, formal accountability mechanisms are in place through the submission of annual government performance accountability reports (LKIP) to the Mayor's office and the Regional People's Representative Council (DPRD). Environmental monitoring reports are also submitted to the provincial and national levels in accordance with regulatory requirements. These vertical accountability mechanisms represent an institutionalized channel through which the agency is formally held responsible for its performance.

The content of the LKIP reports reviewed for this study, covering the period 2022 to 2024, reveals a pattern of performance reporting that is dominated by output metrics — the number of permits issued, the volume of waste collected, the number of socialization programs conducted — with limited attention to outcome indicators such as measurable improvements in environmental quality, reductions in pollution incidents, or increases in public satisfaction with environmental services. This output orientation in performance reporting is a common feature of accountability systems in Indonesian local government that has been noted in the comparative administrative science literature, and it reflects a broader institutional tendency to define accountability in terms of procedural compliance rather than substantive outcomes.

However, horizontal accountability, which encompasses accountability to civil society, the media, and independent oversight bodies, appears considerably weaker. Interviews with community representatives indicated that feedback mechanisms for the public to question or challenge the agency's environmental decisions are not well publicized or easily accessible. The complaint handling mechanism, while formally established, was described by several informants as bureaucratically cumbersome and infrequently responsive. This observation reflects a broader pattern documented in the systematic literature review on anti-corruption policy in Indonesia by Arifuddin et al. (2023), who found that governance performance and

accountability at the local government level are often constrained by institutional inertia and limited enforcement of existing regulatory frameworks.

Bakhtiar (2021) demonstrated in his study of village fund management that accountability and transparency in financial management are not merely technical requirements but are fundamentally connected to the political will and ethical commitment of public officials. This insight is equally applicable to environmental governance, where discretionary decisions about permit approvals, fine assessments, and enforcement priorities are made by officials who must be held accountable for the consequences of those decisions on both public health and the environment. At the Dinas Lingkungan Hidup Kota Serang, the absence of robust citizen grievance mechanisms and the limited engagement of independent oversight bodies represent structural vulnerabilities in the accountability architecture. An important dimension of accountability that deserves specific attention is financial accountability for environmental program expenditures. The agency's budget, allocated through the municipal government's annual work plan (APBD), includes funding for environmental monitoring, waste management, environmental enforcement, and community education programs. The adequacy, efficiency, and effectiveness of this expenditure is subject to formal audit by the Regional Inspectorate and, on a sample basis, by the Supreme Audit Agency (BPK). However, the findings of this study suggest that financial accountability mechanisms are largely decoupled from environmental outcome accountability, with budget expenditure compliance treated as the primary metric of financial governance regardless of whether the expenditures have produced measurable environmental improvements.

Public Participation in Environmental Decision-Making

Public participation is a critical dimension of environmental governance, reflecting the principle that those affected by environmental decisions should have a meaningful role in shaping them. The Environmental Protection Law No. 32/2009 explicitly provides for community participation in environmental management and in environmental impact assessment processes. At the Dinas Lingkungan Hidup Kota Serang, formal consultative mechanisms such as public hearings and environmental impact assessment consultations (AMDAL) are conducted as required by regulation. The agency also engages with community groups through periodic socialization programs and waste management education campaigns.

Notwithstanding these formal arrangements, the quality of participation observed in this study falls short of substantive engagement. Community informants and civil society representatives described public hearings as largely informational rather than deliberative, with little evidence that community input meaningfully shaped final decisions. The typical public hearing format, as observed during the study period, consists of a presentation by agency officials followed by a question-and-answer session, without a structured mechanism for documenting, evaluating, or responding to community concerns in subsequent decision-making processes. This pattern is consistent with what Rahman and Iskandar (2021) described as tokenistic participation in Indonesian local governance, where formal participation mechanisms exist but fail to generate genuine policy influence for community stakeholders.

The analytical distinction between different levels of participation is useful here. Arnstein's (1969) ladder of citizen participation identifies eight levels ranging from manipulation and therapy at the lower rungs, through consultation and placation in the middle range, to partnership, delegated power, and citizen control at the upper rungs. The participation practices observed at the Dinas Lingkungan Hidup Kota Serang appear to occupy the middle range of this spectrum — formal consultation mechanisms are in place, but the structural conditions for genuine partnership or meaningful influence over environmental decisions are largely absent. This limitation reflects both institutional design choices and deeply embedded administrative cultures that tend to treat public participation as a procedural requirement rather than a substantive governance value.

Michels and De Graaf (2021) observed, in their study on citizen participation in local policy implementation, that effective participation requires not only formal channels but also institutional incentives for officials to genuinely consider and integrate public input. In the case

of the Dinas Lingkungan Hidup Kota Serang, the institutional culture appears to prioritize administrative efficiency over participatory deliberation, a tendency that may be reinforced by performance measurement systems that reward output compliance rather than process quality. Strengthening public participation would require deliberate institutional redesign, including the establishment of independent environmental consultative committees, regular disclosure of participation outcomes, and training for agency officials on facilitative governance approaches.

The role of civil society organizations (CSOs) in environmental governance in Serang City merits specific discussion. Several environmental NGOs and community-based organizations operate in the Serang area, including groups engaged in waste bank management, river watershed conservation, and environmental education. However, the formal relationship between these organizations and the Dinas Lingkungan Hidup appears to be primarily programmatic — CSOs are engaged as implementers of specific programs rather than as governance partners with a recognized role in environmental policy deliberation. This limited institutionalization of civil society engagement represents a missed opportunity to leverage the local knowledge, advocacy capacity, and community trust that CSOs can contribute to environmental governance.

Rule of Law and Environmental Enforcement

The rule of law dimension of good governance requires that all actors, including government institutions, are subject to publicly promulgated laws applied consistently and impartially. In environmental governance, this translates into the consistent enforcement of environmental regulations, the fair and timely adjudication of permit applications, and the application of proportionate sanctions for environmental violations. The Dinas Lingkungan Hidup Kota Serang operates within a layered regulatory framework encompassing national environmental law, government regulations, and local ordinances. The institutional capacity to enforce this framework, however, is subject to significant constraints.

Field observations and interviews revealed that while formal enforcement procedures are established, their application in practice is uneven. Several documented cases of small-scale industrial waste discharge into urban waterways in Serang City during the study period had not resulted in formal enforcement actions within the observation timeframe. Agency officials attributed this to limited human resources, insufficient monitoring equipment, and the bureaucratic complexity of the formal enforcement process which requires coordination across multiple institutions including the environmental court system. In interviews, enforcement officials described a workflow in which initial site inspections, administrative notices, and formal warnings must precede any formal sanctioning, a process that can extend over months and that is frequently disrupted by political considerations, resource limitations, and inter-agency coordination challenges.

The human resource profile of the agency is a significant constraint on enforcement capacity. As of the study period, the Dinas Lingkungan Hidup Kota Serang had a total staff complement of approximately 85 civil servants and contracted workers, of whom only a small proportion held environmental science or environmental law qualifications directly relevant to monitoring and enforcement functions. The limited availability of qualified environmental inspectors, combined with the geographic scale of environmental monitoring responsibilities across the city, creates structural vulnerabilities in the enforcement system that cannot easily be addressed through administrative restructuring alone.

These structural challenges are not unique to Serang City. The broader problem of inadequate institutional resources for environmental law enforcement across Indonesian local government has been extensively discussed in the literature, including by Ramadani and Buana (2020) and subsequent analyses of corruption in the environmental sector. The nexus between corruption and environmental enforcement deserves particular attention. As documented by Ramadani et al. (2021) in their study of environmental corruption prevention policies, corrupt behavior by government officials in the environmental sector undermines the effectiveness of policies and supervision, leading to business-oriented and weakly enforced environmental regulations. While this study did not identify direct evidence of corruption at the Dinas

Lingkungan Hidup Kota Serang, the structural conditions that enable corrupt practices, including discretionary enforcement power, limited oversight, and insufficient institutional transparency, are present to a notable degree.

The regulatory framework itself also presents challenges that complicate enforcement. The Job Creation Law (Law No. 11/2020) introduced significant changes to the environmental permitting system, replacing the previous AMDAL-based permit structure with a risk-based approval system integrated into the Online Single Submission (OSS) platform. While these reforms were intended to streamline business licensing and environmental permitting, their implementation has generated significant uncertainty at the local level regarding jurisdictional boundaries, procedural requirements, and the legal basis for enforcement actions. At the Dinas Lingkungan Hidup Kota Serang, officials expressed uncertainty regarding aspects of the new regulatory framework, suggesting that capacity-building in legal interpretation and enforcement procedure is an immediate priority.

Bureaucratic Reform as an Enabling Condition

The findings across all four governance dimensions point toward a common underlying challenge: the need for deeper and more sustained bureaucratic reform at the Dinas Lingkungan Hidup Kota Serang. Turner, Prasojo, and Sumarwono (2022) identified poor service delivery, inefficiency, and corruption as the principal legacies of Indonesia's over-expanded bureaucracy and argued that meaningful reform must go beyond structural reorganization to address organizational culture and incentive systems. This analysis is directly applicable to the environmental agency context, where institutional culture, performance incentives, and inter-agency coordination are as important as formal regulatory compliance.

Elfi Rahmi and Wijaya (2022) demonstrated in their study on bureaucratic simplification that reform efforts in Indonesia, while ongoing, remain incomplete and unevenly implemented across government agencies. For the Dinas Lingkungan Hidup Kota Serang, bureaucratic simplification in permit processing, environmental monitoring reporting, and public complaints handling could significantly improve service responsiveness and institutional transparency. The integration of digital tools within the agency's operational framework, aligned with the national Electronic-Based Government System (SPBE) policy, represents a promising avenue for strengthening all four dimensions of good governance examined in this study.

Rahmat (2024) has situated contemporary bureaucratic reform in Indonesia within the broader trajectory from traditional public administration to new public management and subsequently to public value governance. This theoretical evolution has practical implications for environmental agency management: it suggests that performance measurement systems should move beyond output metrics to capture the public value generated by environmental governance, including ecological outcomes, community well-being, and long-term sustainability. For the Dinas Lingkungan Hidup Kota Serang, this would require a fundamental reorientation of performance management culture toward outcomes and public value rather than procedural compliance.

The findings also highlight the importance of inter-agency coordination as an enabling condition for effective environmental governance. Environmental challenges in Serang City do not fall neatly within the jurisdictional boundaries of a single agency: waste management involves coordination with the public works department, industrial pollution monitoring requires collaboration with the investment and licensing agency, and enforcement actions often require involvement of the regional police and the civil service police unit (Satpol PP). The quality of coordination among these agencies is therefore a critical determinant of environmental governance outcomes, and strengthening horizontal coordination mechanisms should be a central component of any bureaucratic reform agenda for the environmental sector.

Recommendations for Improving Good Governance

Based on the findings and analysis presented above, this study offers a set of concrete recommendations for improving the quality of good governance at the Dinas Lingkungan Hidup

Kota Serang. These recommendations are organized around the four governance dimensions analyzed in this study and are intended to address both immediate operational improvements and longer-term structural reforms.

With respect to transparency, the agency should develop and implement a proactive information disclosure policy that goes beyond minimum legal requirements. This should include the regular publication of environmental monitoring data in accessible formats on the agency's website, the establishment of an interactive environmental data portal, and the use of social media platforms to communicate environmental quality updates and agency activities to the public. The agency should also streamline its information request procedures to reduce the bureaucratic burden on members of the public seeking environmental data.

CONCLUSION

This study has examined the implementation of good governance principles at the Dinas Lingkungan Hidup Kota Serang through a qualitative descriptive approach, focusing on transparency, accountability, public participation, and rule of law. The findings indicate that while formal governance structures are in place and legal compliance with environmental management regulations is generally maintained, the substantive quality of governance across all four dimensions falls short of the normative ideals enshrined in Indonesian environmental law and international good governance standards.

Transparency is constrained by limited and inaccessible disclosure of environmental data; accountability is predominantly vertical and weakly connected to civil society oversight; public participation is tokenistic and insufficiently deliberative; and environmental enforcement is hampered by resource constraints and structural vulnerabilities to regulatory capture. These findings collectively indicate that the governance challenges facing the Dinas Lingkungan Hidup Kota Serang are systemic rather than isolated, rooted in organizational culture, institutional design, and resource constraints that require sustained reform efforts to address.

These findings suggest that improving good governance at the Dinas Lingkungan Hidup Kota Serang requires a multi-dimensional strategy that integrates deeper bureaucratic reform, the strategic deployment of digital governance tools, strengthened anti-corruption mechanisms, and a genuine commitment to participatory environmental decision-making. Institutional capacity building, particularly in environmental monitoring, legal enforcement, and community engagement, is essential to bridging the gap between formal mandates and actual governance practice.

This study contributes to the growing body of empirical research on good governance in Indonesian local government and underscores the importance of institution-specific analyses that go beyond general governance indices to capture the complexities of environmental public administration at the sub-national level. Future research should explore the governance dynamics of comparable environmental agencies across Banten Province and other Indonesian provinces to identify patterns and variations that can inform provincial and national policy on environmental governance reform. Longitudinal studies tracking governance improvements over time in response to specific reform interventions would also make a valuable contribution to both the theoretical and practical dimensions of this field.

The findings of this study have practical implications for policymakers at the municipal, provincial, and national levels who are responsible for designing and implementing governance reform programs in the environmental sector. The analysis demonstrates that formal compliance with good governance standards, while necessary, is not sufficient to produce the substantive governance quality required for effective environmental management. Achieving genuine good governance in environmental agencies requires deliberate investment in organizational culture change, participatory institutional design, and accountability mechanisms that create meaningful incentives for officials to prioritize environmental outcomes and public service values alongside procedural compliance..

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