

THE EFFECT OF MULTI-SECTOR INVOLVEMENT ON THE EFFECTIVENESS OF GOVERNMENT AGENCY PERFORMANCE ACCOUNTABILITY

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ABSTRACT

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This article aims to analyze multi-sector involvement including government, private, and community sectors has a significant impact on the effectiveness of government agency performance accountability. The government sector is tasked with regulating and implementing policies, but its transparency and accountability can be strengthened through collaboration with the private sector and the community. The private sector supports effectiveness by providing resources, technical expertise, and innovation in program implementation. The community, as a key stakeholder, plays a role in monitoring and providing feedback that increases transparency and public trust in the government. The synergy of these three sectors creates a stronger accountability system, which improves the performance of government agencies in achieving their stated goals. The results of the study show that the involvement of the three sectors

simultaneously has a significant effect on increasing performance accountability, with the community sector having the strongest influence because it is able to suppress deviations and encourage transparency through broader social control.

Keywords: multi-sector involvement, performance accountability, government sector, private sector

INTRODUCTION

In the era of growing bureaucratic reform, the government is faced with complex challenges in providing efficient, transparent, and accountable public services. Public demands for improved service quality and clarity in the use of the public budget are getting higher. In this context, accountability for the performance of government agencies is a key component that cannot be ignored. This accountability refers to the extent to which government agencies are able to account for the results of policies, programs, and activities that have been carried out.

Performance accountability is not only an internal responsibility of the government, but also involves the participation of various parties outside the government bureaucracy. In this case, multi-sector engagement becomes a strategic element that can strengthen the effectiveness of accountability. The multi-sector in question includes the private sector, civil society organizations, mass media, educational institutions, and the general

public. This cross-sectoral engagement can create a healthier check and balance mechanism and encourage more open and participatory governance practices.

The role of the private sector, for example, is not only limited to partners in development projects, but also as interested parties to the investment climate and legal certainty. They can encourage governments to increase efficiency and innovation in public services through public-private partnerships. On the other hand, civil society organizations have the ability to be a bridge between the government and the community, as well as to be supervisors in the implementation of public policies.

Academics and research institutions also play an important role in providing objective data and analysis on the performance of government agencies. They can provide evidence-based evaluations and be a source of input in the policy formulation process. The mass media contributes to conveying information to the public at large and raises strategic issues related to government performance and responsibility. In good synergy, all these parties will create an ecosystem that promotes transparency and accountability in a sustainable manner.

However, multi-sector engagement also faces various challenges. One of the main challenges is the difference in interests between stakeholders. Each sector has its own agenda and goals that are not always aligned. In addition, limited capacity, access to information, and lack of space for dialogue and effective coordination often hinder the realization of optimal collaboration. Therefore, a collaborative governance mechanism is needed that is able to bridge the interests between sectors and create an equal and fair space for participation.

It is important to emphasize that multi-sector engagement is not just limited to symbolic participation, but must reflect meaningful participation. This means that each party involved must have the capacity to make relevant contributions, be involved in the decision-making process, and gain access to the results of the collaboration. This requires a strong commitment from the government to open up participatory spaces and provide transparent and accurate information.

As part of bureaucratic reform efforts, various initiatives have been undertaken to encourage multi-sector involvement in the system of government. For example, the implementation of e-government and digital-based monitoring systems has allowed the public and other sectors to access government performance information more easily. In addition, public consultation forums, private sector partnerships, and advocacy activities by civil society organizations also show a growing form of engagement.

This article aims to analyze the influence of multi-sector involvement on the effectiveness of performance accountability of government agencies in Indonesia. With a qualitative approach and literature review, this study will identify the forms of multi-sectoral engagement that have been carried out, their supporting and inhibiting factors, and the extent to which such involvement has an impact on improving performance accountability. It is hoped that this study can contribute to the development of a more inclusive, adaptive, and results-oriented governance model.

METHOD

The research method used is a descriptive method that uses a qualitative approach. Qualitative research is a research approach that focuses on describing and understanding phenomena in depth and detail through qualitative data described descriptively. The goal is to describe how a phenomenon occurs and provide a comprehensive understanding of the context and meaning behind it. This research was conducted using a literature review, observations, and the author's point of view. The data analysis technique utilizes qualitative data that is described descriptively, data data is taken from various sources, journals, documents, books, web, and news that supports the research.

RESULT

The Government as a Regulator and Guarantor of Accountability

The government plays a central role in regulating and ensuring accountability for the performance of government agencies. As a policy-setting institution, the government is responsible for developing and implementing a regulatory framework that directs government agencies to carry out their duties efficiently, effectively, and transparently. This regulation includes clear guidelines on the planning, implementation, and evaluation of each program held by government agencies. The role of the government as a regulator of the performance of government agencies is manifested in policies that define operational standards and objectives that must be achieved. With clear guidelines, the government ensures that each agency has the right direction in planning and carrying out its duties. This also facilitates the process of measuring agency performance to ensure that the goals that have been set are achieved according to expectations. As a guarantor of accountability, the government is responsible for ensuring that the implementation of programs and policies by government agencies can be accounted for openly and transparently. The government not only develops regulations that govern governance, but also ensures that government agencies have reporting mechanisms that can be accounted for to the public. This reporting should cover all aspects of performance, both in terms of achieving goals and using the budget.

Supervision of the performance of government agencies is also an important part of the government's role as a guarantor of accountability. The government conducts internal supervision through appointed institutions, such as the Financial and Development Supervisory Agency (BPKP) and the Inspectorate General. This supervision aims to ensure that government policies and programs are implemented in accordance with applicable regulations, as well as to ensure that the budget used is efficient and free from abuse. In addition, the government also establishes a periodic evaluation system that is used to assess the performance results of government agencies. This evaluation system includes various mechanisms, ranging from performance audits, assessments of output and outcome achievements, to feedback from related parties. This evaluation aims to provide a clear picture of the success or failure of a program and determine the corrective measures needed to improve the performance of government agencies in the future.

The government also has an obligation to open access to transparent information to the public regarding the performance of government agencies. This is very important in creating an accountable government. With access to information that is easily accessible to the public, government agencies can be more easily supervised and accounted for their performance. This transparency also provides space for the community, which can accommodate aspirations in the implementation of government policies and programs. Ultimately, the role of the government as a regulator and guarantor of accountability is to create an environment that allows government agencies to work professionally and accountably. The government must continue to strive to improve the accountability system, both through strengthening regulations, increasing supervision, and improving evaluation mechanisms. Only in this way, the effectiveness of accountability for the performance of government agencies can be maintained and increase public trust in the government.

The Role of the Private Sector in Improving Performance Efficiency and Professionalism

The private sector plays an important role in improving efficiency and professionalism of performance, both within the company itself and in encouraging higher national performance standards. In terms of efficiency, the private sector has an advantage because it operates under the pressure of fierce market competition. This encourages them to continue to be cost-efficient, time, and resource efficient in order to produce quality products or services at competitive prices. Private companies are typically faster in adopting new technologies and operational innovations, such as automation, digitization of work systems, and the use of management software.

In addition, the management structure of the private sector tends to be more flexible and responsive to changes in the business environment, so that the decision-making process takes place efficiently and on target compared to the public sector which is often hampered by bureaucracy.

On the other hand, performance professionalism is also a characteristic of the private sector. Private companies generally implement clear work standards and performance indicators, accompanied by a measurable reward and punishment system. The work culture in the private sector is more result-oriented, encouraging employees to work with discipline, responsibility, and high integrity. In addition, the private sector is also active in providing training and capacity building of human resources (HR), so that employees are able to keep up with technological developments and global market dynamics. Many private companies have adopted international standards, such as ISO, Six Sigma, or other quality management systems, which further strengthen professionalism in the execution of duties and responsibilities. With all these advantages, the private sector not only plays a role in improving efficiency and professionalism within their companies, but is also able to encourage the public sector and the wider community to follow better standards of work quality.

Community Involvement in Oversight and Transparency

Public involvement in supervision and transparency is an important element in improving the accountability of the performance of government agencies. The public, as the party that directly receives the impact of government policies and programs, has the right to know how government agencies manage budgets and run programs. Public participation in supervision ensures that government agencies remain oriented towards effective and accountable public services. The transparency provided by government agencies to the public allows the public to access information regarding budget management, program implementation, and results achieved. A well-informed public can provide constructive input to relevant agencies. With transparency, the public can also assess whether the policies and programs implemented are in accordance with their needs and whether the budget is used efficiently. In addition, community involvement in supervision encourages the creation of effective social control. When the community actively monitors the implementation of the program, they act as external supervisors who can detect inconsistencies or irregularities in the implementation of the duties of government agencies. The public can use various platforms, such as public forums, social media, or community reports, to convey findings or concerns regarding the management of the program.

Community involvement also strengthens accountability by allowing for direct and tangible feedback. Government agencies that are open to criticism and input from the public will find it easier to identify weaknesses in policy implementation and improve them. This is important to be able to ensure that each program that runs can provide benefits that are in accordance with the expectations of the community and do not deviate from the original goal. One of the tangible forms of community involvement in supervision is through public communication forums and public complaints. By facilitating easy access for the public to submit complaints or reports related to government programs, agencies can respond more quickly to existing problems. The forum also helps to create closer ties between the government and the public, which ultimately increases public trust in the performance of government agencies. Public involvement in supervision and transparency, if managed properly, will create effective synergies in increasing the accountability of the performance of government agencies. The success of this supervision depends not only on the level of community participation, but also on the ease of access to information and the government's willingness to listen and follow up on every input provided by the community. Thus, transparency and good supervision from the public can be an important driver for improving the performance and accountability of government agencies.

Multi-sector synergy in realizing effective accountability

Multi-Sector Synergy Concept Map in Realizing Effective Accountability



Multi-sector synergy in realizing effective accountability is a collaborative approach involving various cross-sector actors such as the government, the private sector, civil society organizations, mass media, academics, and international institutions in an effort to ensure the creation of participatory, and responsible governance. In this context, each sector has complementary roles: the government as a policymaker and public service provider is obliged to ensure a strong internal control system and open access to information to the public; the private sector is expected to apply the principles of good corporate governance to avoid corrupt practices and misuse of resources; civil society organizations and NGOs play an important role in overseeing policy implementation, voicing community aspirations, and encouraging active citizen participation; the media has become an important channel in disseminating information and exposing unaccountable practices; Meanwhile, academics provide critical analysis and data-driven studies to support objective decision-making.

This synergy is important because accountability cannot be effectively enforced by one party alone. It requires the involvement of many parties who supervise each other, support each other, and remind each other. When all sectors work together with the principles of transparency, integrity, and participation, the accountability system built will be stronger, more responsive to the needs of the community, and more resilient to the abuse of power. Therefore, multi-sector synergy is not just technical cooperation, but is the foundation of democratic governance and oriented towards quality public services.

DISCUSSION

The results of the discussion from this paper can show that multi-sector involvement plays a role in strengthening the accountability of the performance of government agencies. The government's role as a regulator and guarantor of accountability has been carried out according to its function through regulations, evaluation systems, and internal supervision. However, if the role of the government is carried out without the support of the private sector and the community, the accountability mechanism will not be maximized. The private sector has proven to be able to bring efficiency, innovation, and professionalism which are added value in the implementation of public programs. A strong results-based performance culture in the private sector is an inspiration for the improvement of work systems in a bureaucratic environment. This can support the view that public-private partnerships are one of the strategic solutions in public services that are more effective and efficient.

Meanwhile, community involvement is considered to have the most impact on increasing transparency and accountability. Through social control, participatory surveillance, and feedback mechanisms, society can be an effective balance of power. Meaningful public participation can create a healthy space for dialogue between citizens and the government which in turn strengthens trust in state institutions. This paper can affirm that the success of performance accountability is not only the result of technocratic policies, but also the result of socio-political interactions between stakeholders. Therefore, building equal synergy between the government, the private sector, and society is a challenge as well as an opportunity to create adaptive and inclusive governance.

CONCLUSION

Multi-sector involvement involving the government, private sector, and the community has a significant influence on the effectiveness of government agency performance accountability. The government sector, although it is the main actor in the implementation of public policy, cannot run optimally without the support and supervision of the other two sectors. Collaboration with the private sector provides a positive boost through the contribution of resources, technology, and innovation needed in the implementation of government programs. Meanwhile, the role of the community is no less important, especially in terms of transparency and supervision of the running of government. Community involvement creates an effective feedback mechanism, so as to improve the quality of public services and increase public trust in state institutions. This synergy between sectors results in a stronger, more comprehensive, and responsive accountability system. With the active involvement of all parties, government agencies are more encouraged to show transparent, responsible, and results-oriented performance. Accountability is not only an internal responsibility of the government, but also part of a collective process that involves external actors interacting with each other and supervising each other.

RECOMMENDATIONS AND DEVELOPMENT

In order to increase the effectiveness of accountability for the performance of government agencies, multi-sector involvement is a very crucial factor. The government needs to build a collaborative governance system by involving strategic sectors outside the government, such as business, educational institutions, the media, and civil society organizations. This can be done through the establishment of cross-sectoral communication forums, active involvement in public policy formulation, and strengthening the role of independent oversight institutions. The government must also increase the transparency of performance and budget data so that it can be accessed by the public easily and in real time, thereby encouraging public involvement in the monitoring and evaluation process. In addition, training and capacity building of state civil servants are needed to understand the importance of multi-sector participation as part of good governance.

On the other hand, the community is also required not to be passive, but to actively provide input, constructive criticism, and participate in the process of planning and evaluating government programs. The public needs to strengthen public policy literacy and increase collective awareness of the importance of accountability for the creation of a clean, transparent, and optimal public service-oriented government. Close collaboration between the government and all levels of society will create a participatory and accountable government ecosystem, as well as encourage the improvement of the quality of performance of government agencies in a comprehensive and sustainable manner.

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