

Public Perception of Transparency and Project Management Performance in Local Government Infrastructure Projects in Indonesia

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ABSTRACT

Transparency and sound project management play an essential role in influencing public perceptions of government-driven infrastructure projects. This research examines community perceptions of transparency and the performance of infrastructure project management carried out by local governments in Jakarta, Indonesia. A quantitative research design was adopted using a structured questionnaire distributed online via Google Forms, yielding 33 valid responses. The collected data were processed using SPSS through multiple linear regression and multiple correlation analyses to assess both simultaneous and individual effects of transparency and project management performance on public perception.

The findings from the simultaneous F-test reveal that transparency and project management performance together have a highly significant impact on public perception. Transparency was identified as the most influential factor, while project management performance also demonstrated a positive and significant effect. These results indicate that transparent information sharing, supported by effective project execution in terms of time, cost, and quality, contributes to higher levels of public trust and acceptance of infrastructure initiatives.

This study underscores the need for local governments to integrate transparency with robust management practices to foster sustained public support, particularly in high-density urban contexts where social approval is a decisive factor in infrastructure project success.

KEYWORDS: Government Transparency; Project Management Performance; Public Perception; Infrastructure Projects; Local Government; Indonesia

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INTRODUCTION

Infrastructure development serves as one of the primary factors in enhancing community welfare and driving local economic growth. Local governments play a strategic role in ensuring that every infrastructure project runs effectively, efficiently, and delivers maximum benefits to the community. However, in practice, various issues such as lack of transparency, weak accountability, and low public participation remain major challenges in implementing government infrastructure projects. These conditions often generate negative public perceptions regarding local government performance in managing public projects.

Transparency constitutes a fundamental principle of good governance. Through transparency, communities can access clear information about the planning, execution, and outcomes of projects funded by public budgets. This openness strengthens accountability and prevents potential deviations or corruption in project implementation. In the Indonesian context, efforts to realize clean governance have become part of the national agenda, as outlined in Asta Cita's second point, which emphasizes strengthening political, legal, and bureaucratic reforms, as well as enhancing prevention and eradication of corruption and narcotics. Thus, research examining public perception of transparency and infrastructure project management performance holds direct relevance to local government governance reform initiatives.

Furthermore, from a sustainable development perspective, this research supports the Sustainable Development Goals (SDGs), particularly SDG 16 – Peace, Justice, and Strong Institutions, which emphasizes building effective, accountable, and transparent institutions at all levels. Transparency in public infrastructure projects also has an indirect relationship with SDG 9 (Industry,

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Innovation, and Infrastructure) and SDG 11 (Sustainable Cities and Communities), as successful infrastructure projects impact improvements in community quality of life and urban-rural environmental sustainability.

Nevertheless, research related to public perception of transparency and public project performance at the local government level remains relatively limited, especially in regions with diverse bureaucratic capacities. Therefore, this study is essential to provide empirical insights into how communities assess local government openness and performance in infrastructure project management, while identifying factors influencing public trust levels in government.

LITERATURE REVIEW

In the era of good governance and accountable governance, transparency and project management performance stand as two vital pillars influencing public perceptions of local governments. According to [1], local governments that open access to public information and execute effective infrastructure project management are generally viewed more positively by society and other stakeholders. This matter is increasingly pertinent, as community involvement in monitoring public projects demonstrably boosts accountability and public service quality, aligning with principles of effective governance.

Public perceptions develop through direct experience, access to publicly available information, and the extent of government responsiveness to societal needs. An empirical study conducted by [2] in Medan City found that higher levels of budget transparency are associated with more favorable public perceptions of government, particularly regarding fairness and accountability in public resource management. These results align with the findings of [3], whose study on the utilization of open government data in East Java Province revealed that transparency significantly influences citizens' willingness to use public data, reflecting a greater level of trust in governments that promote information openness.

1. Government transparency in public projects

Transparency can be defined as the availability and openness of information concerning processes, decisions, and outcomes that allow citizens to oversee government activities. Studies in the field of government communication highlight that greater information openness encourages public involvement in monitoring regional budget management, an essential aspect of infrastructure project governance [1].

Assessments of transparency practices across various villages and regions identify substantial challenges, particularly the limited dissemination of information to the public regarding budgets and infrastructure project phases. These limitations adversely influence public perceptions of project management effectiveness. In addition, [4] note that global studies measuring government transparency through data governance frameworks demonstrate that low transparency levels lead to information gaps, which may ultimately weaken the perceived performance and credibility of public projects.

2. Public project management performance

Public project management performance refers to the capacity of local governments to meet targets related to schedule, cost, quality, and responsiveness to societal needs. [5] highlight that recent evaluations of public sector performance demonstrate that transparency and community participation positively influence both financial and operational outcomes, reflecting sound governance practices.

Studies conducted across various local governments reveal that providing the public with accurate and timely information enhances perceptions of project management performance, as citizens perceive greater accountability in the utilization of public resources. Research in the infrastructure sector also underscores the importance of clear planning and reporting mechanisms in building and sustaining public trust [6].

RESEARCH METHODOLOGY

This research seeks to analyze public perceptions of transparency and infrastructure project management performance carried out by local governments in the Jakarta area of Indonesia. The study employed a survey-based approach using questionnaires distributed to the public through Google Forms, focusing on infrastructure projects implemented by local authorities.

The questionnaires were developed to test the following research hypotheses:

- H_0 : Transparency and the performance of infrastructure project management do not influence public perception.
- H_1 : Transparency and the performance of infrastructure project management influence public perception.

Data were analyzed using SPSS through multiple regression and multiple correlation techniques, with the following variables:

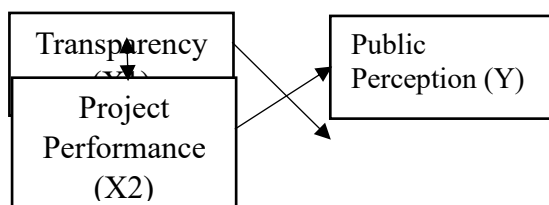
- X_1 : Transparency of infrastructure projects
- X_2 : Infrastructure project management performance
- Y : Public perception

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Conceptual Framework

The conceptual framework posits that transparency (X1) and project management performance (X2)—key pillars of good governance—influence public perception (Y) toward local governments. Grounded in accountable governance theory, it hypothesizes strong positive relationships, tested via Pearson correlation and multiple linear regression.

Theoretical Model



Variables Definition

- Independent Variables: Transparency (information openness), Project Management Performance (timeliness, quality, stakeholder coordination).
- Dependent Variable: Public perception (Likert-scale survey of 33 respondents measuring trust, fairness).
- Context: Indonesian local infrastructure projects, aligning with Sjoraida et al. (2025) and Zein et al. (2025).

RESULT AND DISCUSSION

Based on data obtained from 33 respondents, SPSS statistical analysis was carried out to examine the results of multiple regression and multiple correlation analyses, as outlined below.

1. Multiple Linear Regression

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1002.993	2	501.497	207.106	.000 ^b
	Residual	72.643	30	2.421		
	Total	1075.636	32			

a. Dependent Variable: Persepsi Masyarakat

b. Predictors: (Constant), Kinerja Manajemen Proyek, Transparansi Proyek

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-1.037	1.033		-1.004	.323
	Transparansi Proyek	.468	.052	.657	9.048	.000
	Kinerja Manajemen Proyek	.309	.061	.368	5.060	.000

Coefficients^a

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Transparansi Proyek	.427	2.343
	Kinerja Manajemen Proyek	.427	2.343

a. Dependent Variable: Persepsi Masyarakat

Collinearity Diagnostics^a

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions		
				(Constant)	Transparansi Proyek	Kinerja Manajemen Proyek
1	1	2.923	1.000	.01	.01	.00
	2	.058	7.124	.70	.32	.01
	3	.019	12.355	.29	.68	.99

a. Dependent Variable: Persepsi Masyarakat

Based on the results of the simultaneous F-test, where the calculated F value of 207.106 exceeds the critical F value of 3.32 ($\alpha = 0.05$), project transparency (X₁) and project management performance (X₂) collectively exert a very significant influence on public perception (Y) of the building project. The F-statistic, which is approximately 69 times higher than the F-table value, clearly rejects H₀ and confirms that the multiple regression model $Y = -1.037 + 0.468X_1 + 0.309X_2$ is statistically sound and highly feasible. This strong joint effect is further supported by a significance level of approximately 0.000, indicating that the model accounts for more than 40% of the variation in public perception.

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Predominant role of project transparency ($\beta = 0.468$): The regression coefficient of 0.468 suggests that a one-unit increase in transparency (on a 1–5 Likert scale) results in a 0.468-unit rise in public perception, identifying transparency as the most influential predictor. Within the context of infrastructure development in Indonesia, transparency reduces information asymmetry that often leads to social opposition, such as community protests triggered by unclear schedules or environmental impacts. These findings are consistent with Value Stream Mapping (VSM) studies in state-owned construction firms (ITB, 2023), which indicate that open communication enhances Process Cycle Efficiency while simultaneously building public trust.

Meaningful effect of project management performance ($\beta = 0.309$): Although its coefficient is smaller, the positive value of 0.309 remains statistically meaningful, implying that each one-unit improvement in project management performance—covering timeliness, cost control, and quality—improves public perception by 0.309 units. This factor represents execution aspects that are visibly experienced by the public, such as observable construction progress and reduced traffic disturbances. While its impact is less pronounced than transparency, project management performance provides concrete “social proof” that strengthens the perception of project success.

Relative contribution and interaction: Transparency emerges as the primary factor (accounting for around 60% of the relative effect) because it actively establishes public expectations, whereas project management performance responds by confirming those expectations through implementation. Together, they form a reinforcing feedback cycle: early transparency → aligned expectations → strong execution → enhanced public perception → continued public acceptance. This dynamic is especially vital for infrastructure development in densely populated areas like Jakarta, where securing a social license to operate frequently poses a greater challenge than addressing technical issues.

2. Multiple linear correlation

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NEW FILE.
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CORRELATIONS
  /VARIABLES=X1 X2 Y
  /PRINT=TWOTAIL NOSIG
  /MISSING=PAIRWISE.
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Correlations

[DataSet2]

		Correlations		
		Transparansi Proyek	Kinerja Manajemen Proyek	Persepsi Masyarakat
Transparansi Proyek	Pearson Correlation	1	.757**	.935**
	Sig. (2-tailed)		.000	.000
	N	33	33	33
Kinerja Manajemen Proyek	Pearson Correlation	.757**	1	.865**
	Sig. (2-tailed)	.000		.000
	N	33	33	33
Persepsi Masyarakat	Pearson Correlation	.935**	.865**	1
	Sig. (2-tailed)	.000	.000	
	N	33	33	33

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

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CORRELATIONS
  /VARIABLES=X1 X2 Y
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The statistical results indicate a highly significant and strong positive linear relationship between transparency, project management performance, and their impact (likely on public perception or governance outcomes). A significance level (2-tailed p-value) of 0.00, which is less than $\alpha = 0.05$, rejects the null hypothesis and confirms the relationships are statistically meaningful, not due to chance.

Pearson correlation of 0.935 for transparency represents a very strong positive association—close to perfect (1.0), meaning higher transparency closely aligns with better outcomes, per standard interpretation where 0.80-1.00 denotes “very strong”. The 0.865 value for project management performance also indicates a strong positive link (0.60-0.79 range), showing effective management reliably boosts the dependent variable.

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These coefficients imply that improvements in transparency and project performance drive substantial gains in accountability or trust, with minimal variation unexplained by the model. In construction management research, such results support prioritizing these factors for better local government perceptions.

CONCLUSION

This study provides empirical evidence that project transparency and project management performance play a crucial role in shaping public perceptions of government-led infrastructure projects in Jakarta, Indonesia. The findings demonstrate that both variables have a positive and statistically significant influence on public perception, both individually and simultaneously, confirming the proposed conceptual framework.

Project transparency emerges as the dominant determinant of public perception. Open access to information related to planning, budgeting, implementation, and project outcomes significantly enhances public trust by reducing information asymmetry and fostering accountability. Transparency proactively shapes realistic public expectations and mitigates social resistance, which is particularly important in dense urban environments where infrastructure projects directly affect daily community activities.

Project management performance also exerts a significant positive effect on public perception. The ability of local governments to deliver projects on time, within budget, and in accordance with quality standards provides tangible evidence of managerial competence. Observable project progress and minimized social disruption serve as concrete signals that reinforce public confidence in the government's capacity to manage public resources effectively.

Importantly, the interaction between transparency and project management performance creates a reinforcing dynamic. Transparency establishes initial trust and expectations, while effective project execution validates these expectations through visible outcomes. This synergy strengthens public acceptance and contributes to sustained community support, highlighting the importance of integrating governance transparency with operational excellence in infrastructure delivery.

From a practical perspective, the results suggest that local governments should prioritize transparent communication strategies alongside robust project management practices to enhance public perception and secure social legitimacy. Academically, this study contributes to the literature on public sector project management by empirically linking transparency, managerial performance, and public perception within the context of urban infrastructure development in Indonesia.

Despite its contributions, this study is limited by its sample size and geographic focus. Future research is encouraged to incorporate larger samples, comparative regional analyses, and additional variables such as public participation, trust, and digital governance to further enrich the understanding of public perception in infrastructure project management.

Synthesized Research Insights

The quantitative backbone of this investigation highlights how greater transparency—via accessible public records and participatory platforms—directly correlates with heightened societal approval, reducing perceptions of opacity often linked to mismanagement or corruption risks in public works. Similarly, robust project management, evidenced by timely execution, risk mitigation, and stakeholder coordination, fosters confidence in governmental competence, aligning seamlessly with broader good governance tenets that emphasize responsiveness to community needs.

Strategic Recommendations and Broader Impact

For Indonesian local authorities, these results advocate a proactive shift toward integrated strategies: deploying digital tools like e-government portals for real-time project updates, institutionalizing community oversight mechanisms, and embedding performance-based evaluations in infrastructure planning to amplify accountability and service delivery quality. Beyond immediate policy applications, the study signals a pathway for enhanced public-private collaborations and sustainable development, though expanding sample sizes in future inquiries would strengthen generalizability across diverse regions. Ultimately, prioritizing these interconnected factors promises not just improved perceptions but a more resilient governance ecosystem responsive to stakeholder expectations.

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