

# TRANSFORMATION OF ADMINISTRATION AND GOVERNMENT BUREAUCRACY IN EFFORTS TO IMPROVE THE QUALITY OF PUBLIC SERVICES

**Komang Suryaningsih<sup>1)\*</sup>, Nyoman Diah Utari Dewi<sup>1)</sup>, Ida Ayu Putu Sri Widnyani<sup>1)</sup>**  
*Universitas Ngurah Rai Denpasar, Indonesia<sup>1)</sup>*  
*Email: suryaningsihkomang84@gmail.com\**

## Article History

Received: 2 January 2025

Accepted: 16 January 2025

Published: 13 January 2025

## Abstract

The transformation of government administration and bureaucracy is a strategic step to improve the quality of public services in the modern era. This study examines the government's efforts to create governance that is more effective, efficient, transparent, and accountable through technological innovation, regulatory simplification, and decentralization. The implementation of e-government and the enhancement of human resource capacity are critical elements in realizing public services that are responsive to societal needs. This transformation not only serves to enhance administrative efficiency but also strengthens public trust in the government.

**Keywords:** Administrative Transformation, Bureaucratic Reform, Public Services

## A. PENDAHULUAN

The transformation of government administration and bureaucracy is an important part of reforms aimed at improving the quality of public services (Irfan & Anirwan, 2023). In the context of modern development, demands on the government to provide fast, efficient, transparent, and accountable services are increasing (Utami, 2023). This is not only triggered by the increasingly complex expectations of society, but also by technological developments and globalization that require the bureaucracy to be more adaptive and innovative (Prabowo et al, 2022). In many countries, including Indonesia, bureaucracy is often identified with slow, rigid, and unresponsive processes. This phenomenon is one of the main obstacles in efforts to realize effective governance and quality public services (Waimbo & Augustinah, 2024). Therefore, administrative and bureaucratic transformation is not only a structural change, but also involves changes in work culture, mindset, and the application of modern technology (Harry, 2024). In this effort, various steps have been taken, such as simplifying regulations, implementing e-government, and increasing the capacity of human resources in the bureaucratic environment (Vientiany et al., 2024). The government is also expected to be able to apply the principles of good governance, including transparency, participation, and accountability, in order to increase public trust in public services (Resmadiktia et al., 2023).

This transformation is not only important to accelerate the national development process, but also becomes the key to creating equitable prosperity for all levels of society (Wartono et al., 2024). Therefore, administrative and bureaucratic transformation needs to be designed strategically, prioritizing innovation and results orientation, so that public services can be more effective, efficient, and oriented towards public satisfaction (Sari, 2024). In order to accelerate the achievement of development goals, the Indonesian government continues to make changes to various regulations, both by simplifying existing regulations and designing

new regulations (Adeti & Chirstiani, 2022). These efforts include steps such as "streamlining the bureaucracy" and "reinventing government", to understand and design strategies in managing the country's potential. This also aims to improve the quality of government services in supporting development and realizing public welfare (Addinni, 2023).

In developing an economic model of government regulation or policy, it should be: a) focused on efforts to maximize the welfare of society as a whole, and b) the government must have adequate administrative capacity to implement policies effectively (Diatmika & Rahayu, 2022). In addition, various regulations are designed to reform the government system which is considered rigid and less responsive to the needs of the state and society (Fadri & Fil, 2024). Good governance should have a creative and innovative bureaucracy in managing state interests, or known as "bureaucracy and creativity" (Kusuma et al., 2022). The government is also expected to apply principles such as democracy, legality, objectivity, scientific, concrete, distribution of power, and efficiency, which are general principles in governance in various countries (Sahputri, 2023).

According to Thoha in (Pratiwi et al., 2022), there are several objectives that drive the implementation of reforms in government, which play an important role in realizing changes and improvements in governance.

- a. There is a need to make changes and renewals;
- b. Understanding the changes that occur in the national strategic environment;
- c. Understanding the changes that occur in the global strategic environment;
- d. Understanding the changes that occur in the paradigm of government management

The transformation of government administration is an important step because fundamental changes are needed to build a more effective government system (Yulanda & Adnan, 2023). The system must be able to fully support human aspirations by optimizing the equality and efficiency of social institutions, while encouraging the development of global society in the future (Nugraha et al., 2023).

In Indonesia, the government together with various stakeholders have implemented in-depth regulatory reforms. One form of this reform is the delegation of authority to local governments through decentralization policies (Busroh et al., 2024). This policy allows regions to contribute more to the development process. However, not all regions are able to fully utilize the regulatory changes from a centralized to a decentralized system. In addition, efforts to realize the interests of local communities so that they have a strong bargaining position with the state are still a challenge (Tintingon et al., 2023). Based on this, the author intends to raise the research title, namely "**Transformation of Government Administration and Bureaucracy in an Effort to Improve the Quality of Public Services**"

## **B. LITERATURE REVIEW**

### **Understanding Government Administration and Bureaucracy**

Government administration refers to all administrative activities carried out by government agencies or apparatus to carry out government duties, including the provision of public services. Meanwhile, government bureaucracy is a government organization system consisting of a hierarchical structure, clear rules, and fixed operational procedures that function to support the smooth running of government.

Bureaucracy in the context of government is very important because it is a link between policies made by public officials and implementation in the field. However, there is much criticism of bureaucracy which is considered convoluted, slow, and inefficient. Therefore, bureaucratic transformation in public services is a very relevant issue to improve government performance (Firmansyah & Syam, 2021).

## **Transformation of Government Administration and Bureaucracy**

The transformation of government administration and bureaucracy is a process of change that aims to improve the administration and bureaucracy system to be more efficient, transparent, and responsive to the needs of the community. According to Gouldner in (Kurniasih et al., 2023), changes in bureaucracy must be carried out by paying attention to the local social and cultural context, as well as paying attention to various factors such as technology, policy, and public needs.

One of the main concepts in bureaucratic transformation is New Public Management (NPM), which was initiated in the early 1990s. NPM focuses on managerial principles, accountability, and efficiency by adopting approaches from the private sector into the public sector. NPM aims to introduce practices that are more flexible and responsive to the needs of the community in public services.

### **The Importance of Quality Public Services**

Quality public service is one of the main measures in assessing government performance. Good public service can create public satisfaction and trust in the government. Osborne and Gaebler (1992) in their book *Reinventing Government* state that public service must be based on the principles of innovation, efficiency, and customer priority. A government that is successful in improving public services will gain greater legitimacy from the public (Widayanti, 2022).

The quality of public service is not only measured by response time or speed of service, but also by the suitability between the policies implemented and the needs of the community. One indicator of service quality is justice, namely the distribution of services that are equal for all levels of society, regardless of social status, ethnicity, or religion (Sellang et al., 2022).

## **C. RESEARCH METHODOLOGY**

This type of research uses qualitative analysis with a descriptive approach, because researchers only focus on collecting, describing, and analyzing facts, characteristics, and relationships between the phenomena studied. This research does not aim to draw generally applicable conclusions. The aim is to describe or explain events or incidents that are taking place at the time of the research, without considering the conditions before or after (Fadli, 2021).

## **D. RESULTS AND DISCUSSION**

The transformation of government administration and bureaucracy is a process of change that aims to increase effectiveness, efficiency, transparency, and accountability in governance. This process involves structural, cultural, and technological renewal to respond to the challenges of the times and meet the increasingly complex expectations of society. Here are some key aspects of the transformation of government administration and bureaucracy:

### **Simplification of Regulations**

The government is trying to reduce overlapping regulations by simplifying existing regulations. This step aims to create a clearer and more efficient framework, thereby accelerating the decision-making process and implementation of public policies.

The implementation of regional autonomy was enthusiastically welcomed by most regional governments. This enthusiasm is manifested in efforts to fight for the interests of each region. However, in some cases, regional autonomy can pose risks, such as the threat of disintegration and the desire of certain regions to control resources excessively. This is especially true in regions with abundant natural resources, which have the potential to become a source of development budget for the central government and other regions through a financial balance system.

The main objectives of regulating governance through regulations can be formulated as follows:

1. Effectiveness: The relationship between public policy objectives and regulatory outcomes must be clear. Regulation is considered effective if the end result is in accordance with the stated objectives.
2. Efficiency: Emphasizes the relationship between costs and benefits. Reform is said to be efficient when it is able to provide greater benefits with a fixed budget, or produces the same benefits with a budget reduction.
3. Transparency and Accessibility: Ensure stakeholders can understand the entire regulatory cycle, from problem identification, goal formulation, development, implementation, to policy evaluation.

If these three goals are achieved in government bureaucratic reform, the government's position will be stronger in the eyes of the public. Logically designed regulations can reduce obstacles to economic development. This can be achieved through the following steps:

1. Efficient Public Policy Formulation: Allocating national resources with higher standards to reduce the risk of policy failure and designing policies that are effective and responsive to the needs of society or the market.
2. Reducing Market Costs and Barriers: Lowering policy costs and market entry barriers for goods, services, and companies, which ultimately encourages investment, trade, adoption of new technologies, and innovation.
3. Increasing Policy Transparency: Involving stakeholders in the policy-making process, so that policy risks for market players can be minimized.
4. Increasing Social Benefit: Prioritizing the public interest in economic activities, such as efficient environmental management, security, and public health.
5. Strengthening Policy Accountability: Increasing accountability in the implementation and outcomes of policies, and reducing corruption and weaknesses in government functions.

With these steps, better governance can be created, supporting sustainable development and improving the welfare of society as a whole.

### **Digitalization and E-Government**

The use of digital technology is one of the main pillars of bureaucratic transformation. By implementing e-government, the government can provide services that are faster, more transparent, and more easily accessible to the public. Digital transformation also helps reduce administrative costs and increase the efficiency of work processes. The process of accelerating and improving the performance of local governments is greatly assisted by the implementation of e-government, which is accompanied by e-governance-based service governance. An integrated e-government structure helps increase the transparency of government activities by utilizing fast, low-cost, and updatable electronic communications. In addition, bureaucratic reform needs to:

1. Involve citizen and stakeholder representation in the evaluation process;
2. Internalized in existing institutional structures.

The application of information technology and the internet in government services, such as tax management and procurement of goods and services through an electronic auction system, can make government services faster, cheaper, and more extensive. The use of digital technology is also an effective means to support development programs in various fields, allowing for the perfect dissemination of information, and involving the participation of all parties widely. This innovation is expected to increase efficiency and innovation in the management of regional government, both now and in the future.

In addition to improving the quality of public services, e-governance can also expand democratic practices in society. By creating a network that connects the government directly with the community, e-governance encourages the exchange of resources between stakeholders, expands community participation, increases government openness, and realizes greater transparency. Bureaucratic reform must also be contextual, namely focusing on solving public problems, inclusive, and oriented towards the interests of the community. The bureaucracy needs to adopt a competitive and fair merit-based system in the human resource recruitment process, so that it can respond to community needs more effectively.

### **Decentralization and Regional Autonomy**

Decentralization and Regional Autonomy are strategic steps to bring government management closer to the community. Decentralization allows the delegation of authority from the central government to regional governments, so that regions have the flexibility to manage resources and set policies according to local needs.

Through regional autonomy, regional governments can improve the efficiency of public services, accelerate regional development, and encourage community participation in decision-making. This principle also provides space for communities to be more involved in the planning, implementation, and evaluation of development programs, which ultimately strengthens democracy and accountability at the local level.

Through decentralization, the government encourages the delegation of authority to regional governments to be more independent in managing resources and policies. This allows regions to be more responsive to local needs and contribute more to national development.

### **Strengthening Human Resources Capacity**

Bureaucratic transformation will not succeed without improving the quality of human resources. The government needs to train and develop the capabilities of state apparatus to be more competent, professional, and oriented towards public service.

### **Implementation of Good Governance Principles**

Principles such as transparency, accountability, participation, and efficiency are the foundations of administration and bureaucracy. These principles help build public trust in government and ensure fair and effective policy implementation.

### **Innovation and Creativity in Bureaucracy**

Innovation and Creativity in Bureaucracy are important elements to improve the efficiency, effectiveness, and responsiveness of public services. By encouraging an innovative approach, bureaucracy can present adaptive solutions to challenges and changing community needs.

Creativity allows bureaucracy to develop new ways of solving problems, utilizing modern technology, and accelerating service processes. In addition, innovation also plays a role in creating a flexible work culture, open to fresh ideas, and collaborative, so that it can realize better governance and be oriented towards results.

An innovative and creative bureaucracy is needed to face the dynamics of global and local change. The government is required to create new solutions in managing public services and development.

### **Improving the quality of public services**

Various stakeholders expect public service providers to provide fast, affordable, quality, and beneficial services—with the principle of "simple-cheap-fast-benefit" (Rahmayanty, 2013). In addition, public services must be carried out wholeheartedly, with the main characteristics of being passionate, progressive, proactive, and positive (Paton in Sinambela, 2011).

This requires a quick response from public servants provided by the government. To realize this, the government must optimize quality human resources and be supported by effective regulations to be able to regulate and accommodate various interests, even when faced with time and budget constraints. Improving the quality of ideal public sector services—based on elements such as tangibles, reliability, responsiveness, assurance, and empathy must lead to the concept of "excellence and Total Quality Management". This can be realized by local governments through the following indicators:

1. Convenience measures: Ease of access provided by the government to the community.
2. Security measures: The level of public trust and sense of security in the services received.
3. Reliability assesses: Timeliness and reliability of services.
4. Personal attention measures: The ability of officials to provide and manage information to meet the needs of the community.
5. Problem-solving approach: The ability to solve problems related to the needs of the community.
6. Fairness measures: The ability of the government to ensure fairness in services.
7. Fiscal responsibility measures: Accountability of local governments in managing public finances for community services.
8. Citizen influence measures: The extent to which the community is involved in determining the quality of government services.

With these indicators, public services can continue to develop to optimally meet public expectations..

### **Increasing public participation and trust**

Increasing public participation and trust is one of the main objectives of administrative and bureaucratic reform. By actively involving the public in decision-making and providing transparent access to information, the government can strengthen relations with the public. Public trust will grow along with the creation of a system that is accountable, inclusive, and responsive to the needs of citizens. Administrative and bureaucratic reform aims to improve the quality of government performance in providing public services. This effort is made to strengthen public participation and build public trust. One of the main responsibilities of the government is to improve citizenship and serve the interests of the community. This is the main basis of the concept of "new public service"

The delegation of responsibility from the central government to the regions aims to bring the government closer to the community. In implementing policies, regional governments need to prioritize a region-based approach by preparing specific indicators to encourage community participation in the era of open public information. Community participation will increase naturally when their interests are accommodated in the structure and work programs of the regional government. Although many efforts have been made, administrative and bureaucratic transformation often faces various challenges, such as resistance to change, budget constraints, lack of technological infrastructure, and disparities in capacity between regions. Therefore, this transformation requires a strong commitment from all elements of government and support from the community. Through strategic administrative and bureaucratic transformation, the government can create a more responsive, adaptive, and community-oriented government system.

## **E. CONCLUSION**

The transformation of government administration and bureaucracy aims to improve the quality of public services through technological innovation, decentralization, and the

application of good governance principles. The implementation of e-government plays an important role in increasing transparency, efficiency, and accessibility of services, which have a direct impact on increasing public satisfaction. The main challenges in this transformation include resistance to change, budget constraints, and capacity gaps between regions.

Bureaucratic reform that focuses on simplifying regulations and strengthening human resource capacity can increase service effectiveness and encourage public participation. Some inputs from the author are, the government needs to hold ongoing training to improve the competence and professionalism of state apparatus. Information technology infrastructure must be expanded to remote areas to ensure the success of e-government implementation. Involve the community in the policy planning and evaluation process to create inclusive and appropriate public services. The government needs to continue to simplify complex regulations so that policies can be implemented more quickly and efficiently.

### REFERENCE

- Addinni, T. (2023). Peranan Penting Keterlibatan Masyarakat terhadap Penyelenggaraan Pelayanan Kesehatan sebagai Subsistem Upaya Kesehatan di Indonesia. Researchgate, December.
- Adeti, B. A., & Christiani, C. (2022). Reformasi Administrasi dan Birokrasi Pemerintahan Daerah Dalam Meningkatkan Kualitas Layanan Publik di Daerah. *Jurnal Media Administrasi*, 7(1), 40-48.
- Busroh, F. F., Khairo, F., & Zhafirah, P. D. (2024). Harmonisasi Regulasi di Indonesia: Simplikasi dan Sinkronisasi untuk Peningkatan Efektivitas Hukum. *Jurnal Interpretasi Hukum*, 5(1), 699-711.
- Diatmika, I. P. G., & Rahayu, S. (2022). Model Pemberdayaan Ekonomi Masyarakat Lokal dan Peran Pemerintah. Ahlimedia Book.
- Fadli, M. R. (2021). Memahami desain metode penelitian kualitatif. *Humanika, Kajian Ilmiah Mata Kuliah Umum*, 21(1), 33-54.
- Fadri, Z., & Fil, S. (2024). Era Digital Dan Dampaknya Terhadap Administrasi Publik. Reformasi Birokrasi Dalam Administrasi Publik: Tantangan Dan Peluang Di Era Digital, 61.
- Firmansyah, V. Z., & Syam, F. (2021). Penguatan Hukum Administrasi Negara Pencegah Praktik Korupsi dalam Diri Pemerintahan Indonesia. *Integritas: Jurnal Antikorupsi*, 7(2), 325-344.
- Harry, M. M. (2024). Ruang Katalis Perubahan Navigasi Inovasi Generasi Muda ASN. Bening Media Publishing.
- Irfan, B., & Anirwan, A. (2023). Pelayanan Publik Era Digital: Studi Literatur. *Indonesian Journal of Intellectual Publication*, 4(1), 23-31.
- Kurniasih, D., Rusfiana, Y., & Hilman, Y. A. (2023). Sosiologi Teknologi Dalam E-Government. Deepublish.
- Kusuma, T. P., Setyadi, D. S., Andaru, I. W., & Roziqin, A. (2022). Reformasi birokrasi dalam aspek efisiensi dan transparansi pada pelayanan birokrasi pemerintahan Kota Batu. *AS-SIYASAH: Jurnal Ilmu Sosial Dan Ilmu Politik*, 7(1), 1-9.
- Nugraha, R., Varlitya, C. R., Judijanto, L., Adiwijaya, S., Suryahani, I., Murwani, I. A., ... & Basbeth, F. (2024). Green Economy: Teori, Konsep, Gagasan Penerapan Perekonomian Hijau Berbagai Bidang di Masa Depan. PT. Sonpedia Publishing Indonesia.
- Prabowo, H., Suwanda, D., & Syafri, W. (2022). Inovasi pelayanan pada organisasi publik.
- Pratiwi, M. A., Yuwono, T., Astuti, R. S., & Afrizal, T. (2022). Analisis Reformasi Birokrasi untuk Mewujudkan Good Governance pada Pemerintah Kabupaten Pemalang. *Perspektif*, 11(3), 1033-1042.

- Resmadiktia, N. M., Utomo, Y., & Aiman, L. (2023). Pertanggungjawaban Pemerintah dalam Mewujudkan Good Governance sesuai Hukum Administrasi Negara. *Jurnal Ilmiah Wahana Pendidikan*, 9(11), 685-697.
- Sahputri, R. A. M. (2023). *Public Value Management: Model Tata Kelola Pelayanan Publik*. Universitas Brawijaya Press.
- Sari, A. R., & SH, M. S. (2024). *Reformasi Pelayanan Publik*. PT Indonesia Delapan Kreasi Nusa.
- Sellang, K., Sos, S., Ap, M., Jamaluddin, D. H., Sos, S., & Mustanir, A. (2022). Strategi dalam peningkatan kualitas pelayanan publik dimensi, konsep, indikator dan implementasinya. Penerbit Qiara Media.
- Tintington, J. Y., Lumapow, H. R., & Rotty, V. N. J. (2023). Problematika dan Perubahan Kebijakan Pendidikan di Indonesia. *Jurnal Educatio Fkip Unma*, 9(2), 798-809.
- Utami, P. (2023). Transformasi Administrasi Publik: Inovasi Dan Adaptasi Menuju Efisiensi Dan Pelayanan Publik Berkualitas. *Papatung: Jurnal Ilmu Administrasi Publik, Pemerintahan dan Politik*, 6(2), 1-9.
- Vientiany, D., Ackmal, M. M., Rambe, M. Z., & Saputra, R. (2024). Implementasi Manajemen Organisasi Pemerintahan di Indonesia. *Innovative: Journal Of Social Science Research*, 4(3), 13908-13917.
- Waimbo, S. M., & Augustinah, F. (2024). Evaluasi Kualitas Pelayanan dalam Mewujudkan Konsep Good Governance (Survei di Bagian Umum Sekretariat Daerah Kabupaten Kaimana). *Soetomo Magister Ilmu Administrasi*, 2(2), 265-280.
- Wartono, T., Maichal, M., & Apriyanto, A. (2024). *Ekonomi Indonesia: Tantangan, Peluang, dan Masa Depan Perekonomian Indonesia 2030*. PT. Sonpedia Publishing Indonesia.
- Widanti, N. P. T. (2022). Prinsip administrasi publik.
- Yulanda, A., & Adnan, M. F. (2023). Transformasi Digital: Meningkatkan Efisiensi Pelayanan Publik Ditinjau dari Perspektif Administrasi Publik. *Jurnal Ilmu Sosial dan Humaniora*, 1(3), 103-110.