

Research Article

# The Effectiveness of Bureaucratic Reform in Realizing Good Governance and Public Services

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**Abstract:** This study aims to analyze and evaluate the effectiveness of bureaucratic reform in realizing good governance and improving the quality of public services in Indonesia. The research employs a library research method by reviewing various relevant academic sources, including journals, books, and official reports. The findings indicate that bureaucratic reform has a positive impact on enhancing efficiency, effectiveness, transparency, and accountability in public administration. The implementation of reforms through service digitalization, procedural simplification, and the application of standard operating procedures (SOPs) has significantly improved the quality of public services, particularly in terms of speed, accessibility, and service certainty. Furthermore, bureaucratic reform promotes the implementation of good governance principles, such as transparency, participation, and accountability. However, several challenges remain, including resistance to change, limited human resource competencies, and uneven policy implementation across government institutions. Therefore, continuous efforts are required through capacity building, strengthening monitoring systems, and optimizing the use of information technology to ensure the sustainability and success of bureaucratic reform.

**Keywords:** Accountability; Bureaucratic Reform; Effectiveness; Good Governance; Public Service.

## 1. Introduction

An effective, efficient, transparent, and accountable state administration system is the goal of bureaucratic reform, a strategic priority in contemporary governance. Conceptually, bureaucratic reform is understood as a complete overhaul of the bureaucracy's structure, procedures, and work culture, not just administrative changes. According to Mendrofa et al. (2025), bureaucratic reform is a methodical effort to improve bureaucratic performance by changing the structure, governance, and quality of human resources of the apparatus. Zein (2023), who argues that bureaucratic reform is a planned step to build an honest, professional, and public service-focused government machine, supports this. In addition, Osborne and Mujahidin & Kusuma (2025) through the concept of reinventing government emphasized the importance of a bureaucracy that is adaptive, innovative, and responsive to the needs of society. Thus, bureaucratic reform is essentially a paradigm shift process from rule-driven bureaucracy to performance-driven bureaucracy.

Since the reform era began in 1998 and was marked by strong demands for a clean government free from corruption, collusion, and nepotism, bureaucratic reform has become increasingly important in Indonesia (KKN). The Bureaucratic Reform Action Plan 2010–2025 is one of the programs developed by the Indonesian government after setting bureaucratic reform as a national priority (Mendrofa et al., 2025). The implementation of bureaucratic reform is expected to produce a number of strategic benefits, such as increasing public trust in the government, establishing responsibility for the performance of government agencies, and improving the quality of public services. In addition, bureaucratic reform also

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plays a role in encouraging budget efficiency, accelerating the decision-making process, and increasing national competitiveness in the midst of globalization. With an effective and professional bureaucracy, national development can run more optimally and sustainably (Setiawan & Arti, 2024).

In line with this goal, the concept of Good Governance is the normative foundation in the implementation of bureaucratic reform. Transparency, accountability, participation, the rule of law, effectiveness, efficiency, and fairness are all considered aspects of good governance. UNDP (1997) defines good governance as the use of state authority to manage social and economic resources for development in accordance with these principles (Haifa et al., 2023). Meanwhile, Choirulsyah & Azhar, (2024) emphasized that building a credible administration that can solve community problems requires good governance. The implementation of good governance is essential to improve the reputation of the bureaucracy in Indonesia, which is often associated with slow service delivery, lack of accountability, and lack of openness.

One of the main roles of government is public service, which is an important metric for evaluating the effectiveness of bureaucratic reform and the implementation of good governance. All actions taken by the government to meet people's demands for administration, products, and services are collectively referred to as public services. According to Aknin & Whillans, (2021), public service is any activity carried out by the government for a number of individuals, each of which helps a group or organization and provides happiness even though the results are not related to real products. Meanwhile, Altaf & Shabir, (2023) highlighted that speed, convenience, cost, and legal certainty are important components of high-quality public services. As a result, the quality of public services serves as a concrete indicator of how well bureaucratic reforms have been implemented.

However, the reality on the ground shows that there are still a number of problems that hinder the realization of good governance and the best public services, despite the implementation of various bureaucratic reform programs. Continued maladministration practices, such as extortion, discrimination in service, and convoluted processes, are among these problems. In addition, the professionalism of civil servants is still inconsistent, as can be seen from their work culture that is oriented towards poor performance, lack of competence, and lack of honesty (Salam, 2023). The inadequate use of information technology to support digital-based public services, which leads to slow and ineffective service procedures, is another problem. Furthermore, to avoid anomalies in the management of public resources, a number of government agencies still need to improve their standards of accountability and openness (Nugroho et al., 2024).

These problems show how the implementation of bureaucratic reform is not up to expectations. This shows that the ideal of good governance has not been fully realized through bureaucratic reform. Theoretically, public services and good governance are directly related to bureaucratic reform. One of the key tools for building an open, accountable, and responsive government is bureaucratic reform. It is hoped that the bureaucracy will be able to provide better public services with advances in organizational structure, governance, and the quality of human resources. On the other hand, by increasing public trust and government legitimacy, the implementation of good governance will increase the effectiveness of bureaucratic change (Zamzani & Kurniati, 2025).

A number of previous studies have examined the relationship between public services, good governance, and bureaucratic change. According to Zein's (2023) research, bureaucratic reform increases accountability and openness of government administration. In addition, Fatmawati et al. (2026) found that organizational commitment to change and effective leadership has a significant impact on the success of bureaucratic reform. Furthermore, Nabila's research (2025) shows that the application of the concept of good governance improves public sector performance, especially in terms of efficiency and accountability in state financial management. In his research on the quality of public services, Akhyar (2023) found that public satisfaction with public services is still below the ideal level despite progress. In addition, research by Sarjito & Djati, (2025) shows that shifting organizational culture and official resistance continue to be obstacles to bureaucratic reform in Indonesia.

In addition, Ahmed (2024) research on public administration in developing countries reveals that bureaucratic reform often faces complex structural and cultural barriers, requiring a comprehensive and long-term strategy. Meanwhile, research by Hidayat (2023) highlights that a country's political, economic, and social background has a significant impact on the effectiveness of public sector reforms. This implies that bureaucratic changes in Indonesia

are closely related to the local political and cultural forces that shape its implementation (Turner et al., 2022).

From the above description, it is clear that bureaucratic reform is essential to achieve good governance and improve the standard of public services. However, a number of ongoing issues show that the effectiveness of bureaucratic reform must continue to be evaluated and improved. This makes research relevant.

It is hoped that this study will provide a more complete picture of the effectiveness of bureaucratic reform and show the elements that contribute to its success. Therefore, it is hoped that this study aims to analyze and evaluate the effectiveness of the implementation of bureaucratic reform in realizing the principles of Good Governance and improving the quality of public services in Indonesia. More precisely, this study aims to determine the extent to which bureaucratic reform is able to encourage accountability, openness, and involvement in government, as well as to evaluate its influence on improving public service standards. In addition, this study also examines the various obstacles and difficulties faced in the implementation of bureaucratic change from the perspective of organizational culture, human resources, and institutions. To help achieve good governance and more responsive, efficient, and high-quality public services, it is hoped that this study can provide useful suggestions for the government to maximize the implementation of bureaucratic reform.

## 2. Literature Review

Systematic efforts to improve the performance, professionalism, and accountability of state officials by fundamentally changing the administrative structure of government are known as bureaucratic reform. Ahmed (2024), defined bureaucratic reform as the process of revitalizing the bureaucracy to be more effective, responsive, and service-oriented. This is in line with Zamzani & Kurniati (2025) view that bureaucratic reform is a strategic agenda to improve the quality of government, especially to overcome bureaucratic problems that remain rigid, slow, and unresponsive to public needs. Therefore, bureaucratic reform includes changes in the work culture, processes, and mindset of government officials in addition to structural factors.

The term good governance itself describes government management that emphasizes the values of accountability, transparency, involvement, effectiveness, and the rule of law. Salam (2023) emphasizes that good oversight, accountability, and efficient use of public resources are key components of successful governance. As a way to democratize public services, a good governance model also calls for the participation of communities and stakeholders in the political process. In this situation, the effectiveness of the implementation of good governance is largely determined by the quality of public services, which shows how well the government is able to handle the needs of the community in a fair and open manner (Akhyar, 2023)..

As the main task of the bureaucracy, public services are essential to achieve effective governance. Denhardt & Denhardt emphasize that the bureaucracy should focus on helping citizens rather than just controlling (directing) through their New Public Service ideas (Haifa et al., 2023). However, in reality, public services in Indonesia still struggle with a number of problems, including poor service quality, lack of openness, and little service innovation. This shows that the quality of public services has not been fully improved through bureaucratic reform (Mujahidin & Kusuma, 2025).

A number of previous studies have shown a close relationship between public services, effective governance, and bureaucratic change. According to research by Altaf, H., & Shabir, (2023), bureaucratic reform has a great influence on good governance by strengthening institutions, improving the quality of human resources, and increasing public openness. In addition, research by LT (2023) shows that, although its implementation is currently still less than optimal, bureaucratic reform is an important component in improving the quality of public services. Although bureaucratic changes can encourage good governance, there are still problems with public satisfaction with the services offered.

In addition, Hutauruk, R. P., & Zulkifli, (2024) highlighted that improving civil servant behavior and public service ethics is very important for the effectiveness of bureaucratic reform in achieving good governance. Bureaucratic reform tends to be administrative and has no effect on the quality of service without honesty and professionalism. The conclusion that a number of challenges, including poor human resources, resistance to change, and inadequate oversight, continue to be significant obstacles to the implementation of bureaucratic reform supports this. In addition, LT (2023) highlighted that improving civil servant behavior and

public service ethics is very important for the effectiveness of bureaucratic reform in achieving good governance. Bureaucratic reform tends to be administrative and has no effect on the quality of service without honesty and professionalism. The conclusion that a number of challenges, including poor human resources, resistance to change, and inadequate oversight, continue to be significant obstacles to the implementation of bureaucratic reform supports this (Altaf & Shabir, 2023).

According to a literature assessment, the success of bureaucratic reform is essential to achieving good governance and improving the standard of public services. Changes in the service system, culture, and structure must be integrated simultaneously in order for bureaucratic reform to be effective. Furthermore, the achievement of good governance and high-quality public services requires the assistance of professional human resources, service innovation, and dedication to the principles of good governance.

### 3. Materials and Method

The research method used in this study is library research, which is a research approach that is carried out by collecting, studying, and analyzing various literature sources that are relevant to the research topic (Klarer, 2023). Scientific publications, national and international journals, official government reports, regulations and regulations, and policy papers related to public services, good governance, and bureaucratic reform are among the data sources used. Using keywords related to the research title, scientific databases and other journal portals are searched to collect data. To gain a thorough understanding, the collected data is further examined using qualitative descriptive analysis techniques, which involve the analysis, comparison, and synthesis of several ideas, theories, and findings of previous studies (Galvan & Galvan, 2024). The effectiveness of bureaucratic reform in achieving good governance and improving public service standards is then discussed through a systematic conclusion process. This method was chosen because it can offer a strong theoretical basis and a comprehensive empirical picture based on the findings of previous studies (Klarer, 2023).

### 4. Results and Discussion

#### Research Results

According to research, bureaucratic reform significantly raises the standard of public services and governance in Indonesia. A more effective, efficient, and responsive bureaucracy to satisfy public requirements has been produced through bureaucratic reform, which has been carried out through simplifying organizational structures, enhancing the caliber of human resources, and putting in place digital-based work methods. The change in service methods from sluggish and complicated to easier, quicker, and more quantifiable is a clear indication of the execution of these changes. Easy access, process openness, and a decrease in extortion and maladministration two issues that have long plagued public services have all benefited from the digitization of public services brought about by the adoption of e-government. (Nugroho et al., 2021).

The concepts of good governance have also been reinforced by bureaucratic changes, especially with regard to accountability, openness, efficacy, and public involvement. In order to make it easier for the public to keep an eye on the execution of programs and the use of public monies, government agencies have started putting in place more transparent performance reporting systems. One sign of greater bureaucratic openness is the accessibility of public information via official government websites, digital service apps, and online communication channels. Additionally, the government's attempts to establish clean governance free from nepotism, collusion, and corruption are demonstrated by the establishment of an internal supervision system and performance review of public servants (Zamzani & Kurniati, 2025).

According to the study's findings, the concepts of accountability and openness in good governance have increased. Government organizations have begun to expand access to public information and implement more transparent performance reporting systems. In addition, there are now additional ways for the public to express their concerns, both in person and online. Furthermore, although it is not uniform across all institutions, public involvement in the policy-making process is beginning to increase (Salam, 2023).

Additionally, the study demonstrates that bureaucratic reform has improved the standard of public services. The public's growing satisfaction with government administrative services in terms of speed, punctuality, cost certainty, and procedural simplicity is indicative of this. The public may now access services more effectively and realistically thanks to a number of

developments in public services, including digital application-based services, integrated one-stop services, and electronic queuing systems. Additionally, bureaucratic reform pushes government employees to provide services in a more professional manner, emphasizing the demands and satisfaction of the public as service consumers rather than just bureaucratic interests (Altaf & Shabir, 2023).

This study discovered that bureaucratic reform implementation still confronts a number of challenges in spite of these achievements. The persistent opposition of certain authorities to new organizational culture and work system reforms is a significant barrier. Some workers continue to follow traditional work schedules, which makes it difficult for them to quickly adopt digital technology. Additionally, the optimization of bureaucratic change is hampered by the variable quality of human resources, especially in terms of information and communication technology proficiency. In certain areas, the introduction of electronic-based services is also hindered by inadequate technology infrastructure (Djudu et al., 2025).

According to the study's findings, public satisfaction with public services has increased. There have been significant advancements in various metrics, including speed of service, cost certainty, procedural clarity, and accessibility (Djudu et al., 2025). Improving service quality largely depends on the use of electronic-based services, or e-government. However, a number of challenges remain, including low staff competence, resistance to change, and inconsistent implementation of bureaucratic reforms across all divisions of work. The implementation of bureaucratic reform in different government departments has not produced consistent outcomes, according to this study. While some government organizations have effectively adopted reforms and are able to offer high-quality public services, others continue to face a variety of management and administrative challenges. The effectiveness of bureaucratic change in each agency is influenced by variations in work culture, organizational capability, and leadership commitment. Therefore, to guarantee that bureaucratic change can be applied consistently and sustainably across all government sectors, stronger control, frequent review, and increased staff expertise are required (Menezes et al., 2022).

Overall, the study's findings show that bureaucratic reform is essential to achieving good governance and raising the standard of public services. In addition to making the government system more responsible, open, and effective, bureaucratic reform boosts public confidence in government agencies. To best accomplish the objectives of good governance and first-rate public services, however, bureaucratic reform needs ongoing support from the government, state apparatus, and the populace.

### **Discussion**

The findings of this study show that bureaucratic reform is essential to achieve good governance and improve the standard of public services. This is consistent with the statement of Nugroho dkk. (2024) that bureaucratic reform is an effort to build a bureaucracy that is efficient, effective, and responsive to the public. In evaluating the effectiveness of these reforms, changes in bureaucratic processes, structures, and work cultures are very important markers (Williams, 2021).

From the point of view of good governance, the results of this study are aligned with UNDP's approach, which highlights the importance of accountability, transparency, effectiveness, and engagement in governance (Cheema, 2022). It has been shown that bureaucratic reform strengthens the government's performance accountability system and encourages greater public information disclosure. In addition, Kjaer (2023) theory of governance, which states that successful governance largely depends on the interaction between government and society, is relevant to this research.

The theory of public services by Singh dkk. (2023), which highlights the importance of fast, accurate, and satisfactory services, is consistent with the improvement of service quality shown in this study. In addition, the SERVQUAL theories of Parasuraman, Zeithaml, and Berry reinforce the conclusion that responsiveness and reliability are important elements in improving public satisfaction. It has been proven that bureaucratic reform that encourages the digitalization of services increases the responsiveness and reliability of government employees (Abdullah et al., 2022).

However, the challenges found in this study show that the implementation of bureaucratic reform has not been fully successful. The two biggest obstacles to policy implementation are resistance to change and lack of human resource expertise. This is in line with Tripathi & Kumar, (2025) idea of reinventing government which states that bureaucratic change requires not only structural changes but also a shift in work culture and the mindset of the apparatus. As a result, continuous efforts are needed to improve the professionalism and capacity of the apparatus (Alvesson & Sveningsson, 2024).

In addition, the organization's lack of commitment and readiness is demonstrated by the inconsistent implementation of bureaucratic changes. From an institutional theory perspective, the ability of institutions to embrace and internalize change has a significant impact on the effectiveness of a policy (Williams, 2021). In order for bureaucratic changes to be implemented consistently and sustainably, monitoring and evaluation procedures must be strengthened (Singh et al., 2023).

Overall, these conversations suggest that the key to achieving effective governance and high-quality public services is bureaucratic change. Effective bureaucratic reform encourages good governance, which in turn increases public satisfaction with public services (Cheema, 2022). These three factors reinforce each other. Therefore, to pursue and improve bureaucratic reform in a sustainable manner, all branches of government must make significant commitments.

## 5. Conclusion

Based on the results of the research, it is clear that bureaucratic reform is very important to achieve good governance and improve the standard of public services in Indonesia. It has been proven that the implementation of bureaucratic reform through the use of information technology, operational standards, and simplification of procedures increases the effectiveness, efficiency, accountability, and transparency of government administration. In addition, bureaucratic reform improves the quality of public services, especially in terms of speed, convenience, and service guarantee, which ultimately increases public satisfaction. Nonetheless, bureaucratic change has not yet reached its full potential. There are still a number of challenges, including uneven policy implementation among government agencies, resistance to change, and lack of human resource expertise. These challenges show that bureaucratic reform requires not only structural adjustments but also a shift in the mindset and work culture within the apparatus. Therefore, continuous efforts are needed to improve the monitoring and evaluation process, increase organizational commitment, and build human resource capabilities. In this way, bureaucratic reform can be carried out consistently and sustainably, thus helping to achieve high-quality public services and good governance.

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