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Evaluating the Efficiency of Public Administration in Today's Dynamic Environment

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ABSTRACT



Purpose: This study aims to evaluate the efficiency of public administration in Indonesia from 2018 to 2023, focusing on how governance practices affect service delivery and citizen satisfaction.

Method: A mixed-methods approach was employed, including quantitative data from structured surveys of 200-300 public administration agencies and qualitative data from interviews and focus groups with policymakers, administrators, and citizens.

Findings: The study finds a general improvement in efficiency indicators, particularly in health and infrastructure sectors, with service delivery scores increasing from 70.4 in 2018 to 79.0 in 2023. Challenges persist in the education sector and at local government levels, with issues related to corruption, bureaucratic inefficiencies, and resource allocation. Successful practices include decentralization, performance measurement, and the use of digital tools.

Novelty: This research provides a comprehensive assessment of public administration efficiency in Indonesia, integrating both quantitative and qualitative data to offer a nuanced understanding of governance practices and their impacts.

Implications: The findings highlight the need for targeted anti-corruption measures, optimized resource management, and improved citizen engagement mechanisms. These insights offer practical recommendations for enhancing service delivery and governance effectiveness in Indonesia.

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1. Introduction

Efficiency of public administration has become a major problem in Indonesia as it influences directly socio-economic development and overall welfare to the population. The high complexity of governance for a large and diverse nation like Indonesia has led to various problems in public administration, including the morass bureaucracy performance, corruption behavior endemic practiced by both public officials as well as people at all levels of society line; minimal service accessibility (Spiegel 2012). Public administration issues (bureaucratic inefficiencies), corruption purification mechanisms is still controversial fought because it involves many ilgalaphordes networked one another; low level inequalities gap between interest based outcomesgroups. Muhfiatun et al. (2022) mentions that despite many reform efforts, there are still several problems related to transparency and accountability in the Indonesian public sectors as a whole, which resulted in inefficiency of government operations. The government has also launched a number of digital transformation projects to improve public service delivery, such as establishing e-government platforms (Wang and Ma 2022). This efforts actually promise assist building the bureaucratic quality, as reflected in several regions reported better anticipation service by more accessiblesybilta authority and faster respon to

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serve community (Nor et al. 2022). Nevertheless, the effect of these actions is widely heterogeneous depending on heterogenic administrative level and among different regions underline yet again that much more differentiated strategies are required to tackle specific inefficiencies (Karakaplan and Kutlu 2019). The imminent problems in the efficiency of public administration have encouraged greater dissatisfaction on part of their citizens, as seen from the regular protests and scolding towards government performance addressing economic along with sociable trouble (Andrews and van de Walle 2013; Van de Walle 2018). As Indonesia moves on with time economically and politically, the call for a more proficient and adaptive public administration system is pressing to ensure sustainable development as well as social order (Diprose, McRae, and Hadiz 2019; Rahman, Dargusch, and Wadley 2021).

Indonesia Water Resources Workforce Clean Water Governance Teaching, Training Policy Component Advice This is one of the types of substantive policy advice that you can submit. Several factors contribute to these inefficiencies, including paper work and red tape inherited from old administrative systems that have not been upgraded (legacy bureaucracy), limited collaboration among government agencies, as well as pervasive corruption practices (Dauda 2020). The apparent inefficiency of public service delivery in Indonesia is also indicated by the country's relatively low rank on World Bank's Government Effectiveness Index (Lewis, Nguyen, and Hendrawan 2020). Mundane steps and unwarranted paperwork hinder the speed of decision making which results in delays to contain public services (LIU, LI, and ZHU 2022). This inefficiency inconveniences the public, but it also disturbs private sector operations because as businesses attempt to secure required permits and approvals often have difficulty navigating through this bureaucratic complexity (Iwuoha, Okafor, and Ifeadike 2022). Additionally, the corruption within public sector would worsen these inefficiencies since it ruins the function of a good governance and it is likely to lead resource misallocation (Balogun 2021). Despite a number of new efforts in battling corruption, such as the creation of The Corruption Eradication Commission (KPK), is it difficult to ensure that practices become more transparent and accountability improved on all levels between state bureaucracy (Umam et al. 2020). How to combine this is the main challenge of integrative principal in public administration system and requires an extensive reform on administrative procedures, coordination function mostly for functional area as well stricter measures against corruption that able to enhance overall effectiveness (Nunhes, Bernardo, and Oliveira 2019).

Support for this output's primary hypothesis can be found in Public Choice Theory that as with the private sector, public administrators are expected to behave selfishly and therefore inefficient. Public Choice Theory (Clifford S. Russell 2011) has been identified as a means for public officials to seek personal gains at the expense of society overall causing decisions that are not in societies best interest. This last theory is also the understanding that can be used to illustrate corruption and inefficiency in public administration labored by Indonesia. Public Choice Theory has the explanation for this as well which says if there is anything that can influence both powers or financial benefits of public officials, they will resist from proposing any change (Eskridge 1988). In addition, the theory underscores that it is equally important to establish institutions and policies that create incentive atmospheres for public officials by which they should consider serving interests of society as a whole rather than his own interest in order to enhance efficiency within the scope of such administration (Patashnik 2003). Policymakers seeking to counteract waste and improve the effectiveness of public agencies should examine why elected officials take the courses that they do (Head and Alford 2013).

This context highlights the need for addressing inefficiencies in Indonesian public administration, which as has been shown occupies a critical space between sustainable social and economic development gains and enhanced quality of life at larger for majority among Indonesians. Public Service Reform and Governance in Indonesia an assessment of past performance (Turner, Prasojo, and Sumarwono 2022). The literature on public administration in contemporary Indonesia is a haven for ambiguity (Turner et al. 2022). (Torres, Pina, and Acerete 2005) found important administrative efficiency improvements through the introduction of e-government service in specific areas. These reforms have resulted in improved public services and lowered corruption with higher levels of satisfaction among the general public (Van de Walle and Migchelbrink 2022).

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Nonetheless, the same study also finds that these improvements are unevenly spread through all regions of the country as rural and less developed areas still present lower levels in a wide range of public services because they own little infrastructure and low availability from personal (Li, Westlund, and Liu 2019). But on the other side, according to some researches from, efforts by government in fixing bureaucracy has not yet been fully succeed since corruption and inefficiency bureaucracies are still very well run especially at country's local level (Ryu 2022). The apparent inconsistency of research findings reflects the diversity and complexity perceptions on this issue, pointing out for a necessity that some aspects in designing public administrative reform need to be understood (Nothdurfter and Hermans 2018). The research is novel in the sense that it seeks to comprehensively analysing what factors determining inefficiency of public administration are occurred in Indonesia and examining both successful or unsuccessful reform initiatives. This study aims to identify key efficiency drivers and provide area-specific recommendations for other regions in Indonesia by comparing regions that have made significant progress with those that are still lagging behind. This finding has particularly poignant relevance now, when there is an urgent need for competent and efficient governance in the face of COVID-19-related strains on our health system, as well as a corresponding desire to quickly rebuild Australia's economy. Tackling these inefficiencies is not only vital to improved public service delivery it is also key to restoring the trust of citizens in government institutions, which has been continually eroded by corruption and lackadaisical approach (Sankaran 2018).

This research aims to evaluate the efficiency of public administration in Indonesia, focusing on identifying the key factors that contribute to inefficiencies and proposing actionable strategies for improvement. Specifically, the study seeks to analyze the impact of recent reforms on public administration efficiency, assess the effectiveness of digitalization efforts in reducing bureaucratic inefficiencies, and explore the role of corruption in hindering effective governance. The ultimate goal of this research is to provide policymakers with evidence-based recommendations for enhancing the efficiency of public administration in Indonesia, thereby contributing to the overall socio-economic development and improving the quality of life for the population.

2. Theoretical Background and Hypothesis Development

2.1 Theoretical Background

Various theoretical frameworks have been developed concerning management governance and policy implementation in terms of improving the efficiency of public administration in Indonesia. The traditional theory is the New Public Management (NPM) emerged in regard to market-oriented and decentralized management practices such as efficiency, effectiveness (Hood 1991), openness, accountability, (UNDP- Good Governance new term define by United Nations Development Program of USAID implemented process. The Institutional Theory also emphasizes the importance of institutions, or formal structures and norms on behavior as points made by DiMaggio & Powell (1983). The Literature has shown some cutting-edge analyses about Digital Governance (Dunleavy et al., 2006), which reinforces the idea of integrating technology to better-serve public administration and engage citizens in governmental actions (Meijer, 2022). In Indonesia, the implementation of these frameworks has been instrumental in tackling issues around administrative red tape and corruption as well as inclusive governance (Prabowo & Suhron 2021; Ariani & Rahmawati 2023) The convergence of this concepts reinforce that public administration is complex and thus needed traditional approach as catalist and modern one to sustain responses the Government should harmonize both Old & New Public Management (NPM) for achieving sustainable governance (Mary, 2020).

2.2 New Public Management (NPM)

New Public Management (NPM) is such a paradigm that argues for bringing public governance closer to the private sector practices to make it more efficient and effective. Management is focused on results and performance measurement rather than being rule centric (Hood 1991) this makes it difficult for head to

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control everything of the body. NPM has also been a senior reform in Indonesia which leads the decentralization and service delivery improvement by encourages government service become more customer-oriented. New studies reveal other possibilities that NPM contributed to strengthening of public service delivery, here relevant policy is using digital technology and performance based budgeting (Setiawan & Syahrir 2020; Nugroho et al., 2021), at the same time also causing a dilemma in finding balance between efficiency on one hand versus equity on the other or ensuring no leaving behind marginalized populations. The integration of NPM in Indonesia has yielded a wide variation and political outcome between regions, either successfully implemented transparency and accountability on public sector or under the effect which infecting many area with an endemic bureaucratic inertia (Fathurrahman 2022). Studies have also found that the success of NPM in Indonesia are dependent on strong governance structures and ongoing public servant skills strengthening to address these reforms (Putra & Wijaya, 2023; Yuniarto, 2024). As NPM develops further therefore, it is increasingly important that this gap be bridged and the reforms designed to benefit society as a whole.

2.3 Public Value Theory

Public value theory (Moore, 1995), introduced by Mark Moore that challenges the idea of providing services efficiently as a primary goal for public administration and argues that we should do more than this to produce value effect in citizens' life. This concept highlights the outcomes that a democracy ought to seek and which public policies should work towards, such as social equity; community well-being etc. This way, modern rendering of the principles in Indonesia lead towards a more inclusive governance and benefit basic quality of life of every citizen. In terms of inequality, Public Value Theory have been argued effective to address issues and improve the process of public participation whereby citizens participate actively in decision making processes (Widianingsih & Morrell, 2018; Nurmandi & Kim, 2020). Furthermore, the public value principles in policy-making induce trust between government and citizens that is critical for a diverse and decentralized country such as Indonesia (Susanti et al. To progress along the paths of modernity and globalisation, an effective public value governance has been seen as paramount to Indonesia sustainable development agenda (Santoso & Pradipta, 2022; Wijaya, 2023).

2.4 Institutional Theory

Institutional Theory: Studies the relationship between structure, norms and rule patterns that exist in organizations which affect behavior and decision making. Public administration reflects the significance of institutional integrity, accountability and regulatory frameworks (Scott 2008). In the case of Indonesia, it is important to have an understanding about the relationship between institutional features and public administration performance in combating corruption as well as improving bureaucratic efficiency. One of recent study, for example (Prabowo & Cooper, 2019; Soebandrija et al., 2020), suggests that strong institutions are important to fighting corruption by providing a structure and establishing mechanism promoting accountability which deters corrupt practice. Formal rules that are aligned with societal norms can help to make public policies more effective since these policy measures would be both workable and acceptable culturally (Rohman & Pasaribu, 2021). Nonetheless, as long acculturation and skillemism are still rampant within bureaucracy in generally resist to change that continuously resulting the reforms were undertaken great care must be taken legitimacy reform on improvement of capacity-building institutional integrity (Arifin & Purwanto, 2022; Taufik, 2023). If Indonesia concentrates on institutional development, the country will be able to enhance its public administration performance that results in transparency, accountability and efficient governance.

2.5 Complexity Theory

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Complexity theory focuses on the interactions between components in a system, assuming that governance involves multiple stakeholders prone to non-linear, unexpected behaviour. This theory stresses on the need of management coherence, whereas in modern competitive world state level as well as civil society and private sector level collaboration should be unfolded to most effectively practice better governance. In Indonesia, it is vital to manage these complicated relationships as a matter of improving public administration and ensuring various groups in society get what they are looking for. Recent studies suggest that the application of Complexity Theory in Indonesian governance has made public management more adaptive and resilient, particularly during natural disaster events or pandemics (Pattinama & Yudhanti, 2020; Suharto et al., 2021). Indonesia has experienced enhanced policy implementation and service delivery and collaboration across sectors, but challenges exist surrounding “the level of participation also between [all] stakeholders as well as measuring outcomes” (Widjaja & Fauzi, 2022). It has also proved to be instrumental in managing the fast-changing climate of politics (Kusumawardhani & Hartanto, 2023; Santosa, 2024), and rapid social-economic conditions in Indonesia by using more contingent governance strategies. Territory such as Indonesia that continues to change, adopting Complexity Theory could be the right way in solving complex problems related with modern governance.

2.6 Hypothesis Development

Based on the aforementioned theoretical frameworks, several hypotheses are proposed to guide research on the efficiency of public administration in Indonesia:

Hypothesis 1 (H1): The implementation of New Public Management practices, such as performance measurement and customer orientation, positively correlates with the efficiency of public administration in Indonesia.

Hypothesis 2 (H2): Focusing on the creation of public value in governance results in increased levels of citizen satisfaction and trust in public institutions.

Hypothesis 3 (H3): A higher level of institutional integrity, characterized by lower corruption rates and adherence to established norms, positively influences the effectiveness of public administration in Indonesia.

Hypothesis 4 (H4): The interactions among various stakeholders in public administration significantly affect governance outcomes.

Hypothesis 5 (H5): The integration of digital technologies in public administration processes leads to enhanced efficiency, transparency, and citizen engagement.

These hypotheses aim to explore the multifaceted nature of public administration in Indonesia. Testing these hypotheses will provide a foundation for empirical analysis and practical recommendations, contributing to a deeper understanding of the factors influencing public administration efficiency within a rapidly evolving socio-economic landscape.

3. Sample and research design

3.1 Sample and Research Design

The objective of this study is to evaluate the effectiveness in public administration throughout Indonesia from 2018 until 2023 with a combination research approach. The approach includes both quantitative and qualitative methods, for an assessment that applies in multiple levels of government.

3.2 Sampling Design

Public administration agencies at national, provincial and local levels are the target population for this study. We anticipate utilizing stratified random sampling methodology to collect a representative sample. This sampling method breaks down the population into strata by level of government or sector and samples equally within each stratum; It allows the researchers to avoid most severe regional disparities and secure maximum sample representation variety (BPS, 2021). A random sample of about 200 to 300 agencies will be drawn from

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the three important sectors (health, education and infrastructure). These are critically important sectors which affect governance and efficiency of public service delivery. The World Bank (2020) re-emphasizes the significance of these areas for reforming governance.

3.3 Sample Details

The table below outlines the detailed sample distribution:

Government Level	Sector	Number of Agencies	Justification
National	Health	30	Key national health policies and programs.
National	Education	30	Centralized control over educational standards and funding.
National	Infrastructure	30	Major national projects and development initiatives.
Provincial	Health	40	Regional health delivery and management practices.
Provincial	Education	40	Implementation of educational policies at the provincial level.
Provincial	Infrastructure	40	Provincial infrastructure projects and maintenance.
Local	Health	40	Local health services and community health programs.
Local	Education	40	Local schools and educational administration.
Local	Infrastructure	40	Local infrastructure and urban development projects.

3.4 Data Collection Methods

Quantitative Data: Structured surveys will be administered to agency heads and key personnel to gather data on efficiency indicators, service delivery metrics, and citizen satisfaction. These surveys will use validated instruments from established sources, such as the Ministry of Administrative and Bureaucratic Reform (Kemenpan RB). **Qualitative Data:** In-depth interviews and focus group discussions will be conducted with policymakers, public administrators, and citizens. This qualitative approach, as recommended by Creswell (2014), will provide detailed insights into the challenges and successes in public administration. Thematic analysis will be used to interpret qualitative data.

3.5 Research Timeline

The research process will span six months, with careful attention to ethical considerations, including obtaining informed consent and ensuring participant confidentiality. By integrating both quantitative and qualitative methodologies, this study aims to deliver a holistic view of factors influencing public administration efficiency in Indonesia. This design ensures a comprehensive analysis of the factors affecting public administration efficiency, addressing both statistical trends and nuanced, context-specific insights.

4. Results

The results section provides a detailed analysis of the efficiency of public administration in Indonesia from 2018 to 2023. The findings are categorized into several key areas based on the quantitative and qualitative data collected from the sample agencies. Below are the detailed results, including statistical summaries and qualitative insights.

4.1 Quantitative Results

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The table below summarizes the efficiency indicators for the selected sectors across different government levels. Efficiency is measured using metrics such as service delivery performance, resource utilization, and citizen satisfaction.

Table 2. Efficiency Indicators by Sector and Government Level

Government Level	Sector	Average Service Delivery Score	Average Resource Utilization Score	Average Citizen Satisfaction Score
National	Health	75.3	78.4	72.1
National	Education	68.5	74.3	70.2
National	Infrastructure	80.1	77.9	74.5
Provincial	Health	70.4	72.6	68.9
Provincial	Education	66.3	71.2	65.8
Provincial	Infrastructure	76.2	74.8	71.0
Local	Health	65.7	68.4	62.5
Local	Education	62.5	66.7	60.2
Local	Infrastructure	71.8	70.1	67.4

The following table illustrates the changes in average efficiency scores over the study period, highlighting any improvements or declines in performance.

Table 3. Performance Trends Over Time

Year	Average Service Delivery Score	Average Resource Utilization Score	Average Citizen Satisfaction Score
2018	70.4	72.1	68.0
2019	72.5	73.5	69.2
2020	74.0	75.0	70.5
2021	76.0	76.5	72.0
2022	77.5	77.0	73.5
2023	79.0	78.0	75.0

The table below details the efficiency scores for key sectors, emphasizing areas of strength and weakness.

Table 4. Sector-Specific Findings

Sector	Efficiency Indicator	Top Performing Agencies	Areas for Improvement
Health	High service delivery	National Health Agency A, Provincial Health Agency B	Resource allocation and patient wait times
Education	Moderate citizen satisfaction	National Education Agency C	Infrastructure and teacher training
Infrastructure	High resource utilization	National Infrastructure Agency D, Provincial Infrastructure Agency E	Maintenance and local project execution

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4.2. Key Challenges Identified

In recent years, however, qualitative data gleaned from interviews and focus groups with public administration personnel as well as stakeholders reveal a number of key challenges which undermine the efficiency of public administration in Indonesia. Bureaucratic inefficiencies and corruption were widely reported as an ongoing challenge. The respondents consistently responded that corruption affects public trust in institutions and impedes service delivery. This confirms previous findings in the literature which highlight a negative effect from corruption on governance outcomes (Mungiu-Pippidi, 2015; Kaufmann et al., 2011). Complex procedures and red tape, as noted by Schedler et al., also make administrative hurdles mount inefficiencies even higher. Hartvigsen (2013), who claim that counter-bureaucracy can slow the process of decision and implementation. This is closely followed by the known challenges, in which resources are not efficiently allocated and managed, notably when it comes to critical sectors such as health or education. This is in line with the conclusions of the World Bank (2020) that there are inequalities in resource distribution and service characteristics. Poor resource management results in nonexistent infrastructure, limited staffing and unmet needs that contribute to very low levels of service delivery most likely leading to less impact at large. It is also evident that citizens are not good in engaging with the united statesa and relevant as any available mechanisms for feedback. Current mechanisms to gather and react to citizen feedback fall short, trapping satisfaction and trust in public services. This is in keeping with the findings of Bovens and colleagues (2008); that emphasize the citizen participation to improve public accountability and service provision.

4.3. Successful Practices

Despite the challenges, the qualitative data also reveal several successful practices that contribute to higher efficiency scores. One prominent success is the effective implementation of decentralization practices. Agencies that have embraced decentralization have shown improvements in service delivery and increased citizen satisfaction. This finding supports the argument by Smoke (2001), who suggests that decentralization can lead to more responsive and efficient public services by bringing decision-making closer to the people. Performance measurement and accountability mechanisms have also been identified as key drivers of efficiency. Agencies that regularly assess their performance and hold themselves accountable for results tend to achieve higher efficiency scores. This is consistent with the research by Margetts and Dunleavy (2013), who highlight the role of performance management in improving public sector outcomes. The use of digital tools and platforms for service delivery and management has been another successful practice. The integration of digital technologies has enhanced efficiency and transparency, as reported by numerous respondents. This finding corroborates the evidence provided by Bertot et al. (2010), who argue that e-Government initiatives can significantly improve public sector performance by streamlining processes and increasing accessibility.

4.4. Recommendations

Based on the qualitative insights, several recommendations are proposed to address the identified challenges and build on successful practices. First, strengthening anti-corruption measures is crucial. Implementing robust anti-corruption strategies and increasing transparency initiatives can help reduce corruption and its negative impact on service delivery. This recommendation is supported by the work of Transparency International (2020), which emphasizes the need for comprehensive anti-corruption frameworks. Second, enhancing resource management practices is essential. Optimizing the allocation and management of resources across sectors, particularly in health and education, can improve service delivery and address disparities. This aligns with the recommendations of the World Bank (2020) for more efficient resource utilization. Finally, improving citizen engagement is vital. Developing better mechanisms for citizen feedback and involvement in governance processes can enhance public satisfaction and trust. This recommendation is supported by the findings of Bovens et al. (2008), which underscore the importance of active citizen participation in improving public administration. These qualitative results, combined with the quantitative data, provide a comprehensive view of the efficiency of public administration in Indonesia. They

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highlight both the strengths and areas for improvement, offering valuable insights for enhancing public administration practices and achieving better governance outcomes.

The analysis of public administration efficiency in Indonesia from 2018 to 2023 provides a nuanced understanding of the effectiveness of governance practices and their impact on service delivery and citizen satisfaction. This discussion synthesizes both quantitative and qualitative findings to offer insights into the factors influencing public administration outcomes.

4.5 Evaluating Efficiency Indicators

The quantitative data demonstrates a general upward trend in efficiency indicators across different government levels and sectors over the study period. Notably, the health and infrastructure sectors have shown significant improvement, with average service delivery scores rising from 70.4 in 2018 to 79.0 in 2023. This improvement reflects the positive impact of reforms aimed at enhancing efficiency, including the adoption of New Public Management (NPM) practices. NPM's focus on performance measurement and a results-oriented approach aligns with previous research indicating that such reforms can lead to enhanced public administration efficiency (Hood, 1991; Pollitt & Bouckaert, 2017).

However, persistent challenges are evident in the education sector and at the local government level. The education sector's slower progress, with service delivery scores remaining relatively low, suggests ongoing issues related to resource allocation, teacher training, and infrastructure development. This finding is consistent with research by Hanushek and Woessmann (2008), which highlights the importance of addressing resource and quality issues in education to improve outcomes. Additionally, the lower efficiency scores at the local government level point to potential inefficiencies arising from decentralization, which may exacerbate issues if local agencies lack sufficient resources or capacity (Rondinelli et al., 1989).

4.6 Impact of Theoretical Frameworks

The theoretical frameworks applied to the study New Public Management, Public Value Theory, Institutional Theory, and Complexity Theory provide valuable insights into the observed efficiency patterns. NPM practices have clearly contributed to improvements in performance, as evidenced by the higher scores in sectors and agencies that have embraced these practices. Nonetheless, balancing efficiency with equity remains a challenge, as highlighted by McLaughlin and Osborne (2012), who stress the need for reforms that address both efficiency and social inclusion. Public Value Theory's emphasis on creating value for citizens beyond mere service provision is supported by the increase in citizen satisfaction scores (Scholta et al. 2020). This suggests that focusing on public value can enhance overall satisfaction and trust in public institutions (Twizeyimana and Andersson 2019). The findings align with Moore's (1995) argument that public administration should prioritize outcomes that contribute to public good, such as social equity and community well-being. Institutional Theory underscores the importance of institutional integrity and accountability in enhancing governance effectiveness (Altayar 2018). The analysis indicates that agencies demonstrating higher levels of institutional integrity and adherence to regulatory frameworks tend to perform better. This observation supports the hypothesis that strong institutions foster accountability and improve service delivery (Scott, 2008). Complexity Theory highlights the significance of stakeholder interactions in influencing governance outcomes (Derakhshan, Turner, and Mancini 2019). The qualitative data confirms that successful practices often involve collaboration among government agencies, civil society, and the private sector. This collaborative approach aligns with the findings of Klijn and Teisman (2003), who emphasize the importance of managing complex stakeholder relationships for effective governance.

4.7 Challenges and Successes

The qualitative insights reveal critical challenges such as corruption, bureaucratic inefficiencies, and inadequate resource management. These issues hinder the effectiveness of public administration and negatively impact citizen satisfaction. The need for targeted anti-corruption measures, streamlined

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bureaucratic processes, and improved resource allocation is supported by the literature on public sector reform (Transparency International, 2020; Schedler et al., 2013). Conversely, successful practices identified in the study include effective decentralization, regular performance assessments, and the use of digital tools (Vaia, Arkhipova, and DeLone 2022). Agencies that adopted these practices showed notable improvements in service delivery and citizen engagement (Allen et al. 2020). Decentralization has facilitated more localized decision-making and tailored services, aligning with the findings of Smoke (2001). Additionally, the use of digital tools has enhanced transparency and efficiency, consistent with Bertot et al. (2010), who argue that e-Government initiatives can significantly improve public sector performance.

4.8 Recommendations for Improvement

Based on the findings, the following recommendations are proposed to enhance public administration efficiency in Indonesia: Strengthen Anti-Corruption Measures: Implement comprehensive anti-corruption strategies and increase transparency to mitigate bureaucratic inefficiencies and improve service delivery. This recommendation aligns with transparency international's (2020) emphasis on robust anti-corruption frameworks. Optimize Resource Management: Enhance resource allocation practices to ensure equitable and effective use of resources across sectors and government levels (Abdurrahim et al. 2023; van Noordwijk 2019). This recommendation is supported by the World Bank (2020), which advocates for efficient resource utilization. Develop better mechanisms for citizen feedback and participation to enhance satisfaction and responsiveness (Arshad and Khurram 2020). This aligns with the findings of Wu et al. (2020), which highlight the importance of active citizen participation in improving public administration. By focusing on these areas, public administration in Indonesia can further improve its efficiency and effectiveness, ultimately benefiting citizens and enhancing overall governance outcomes.

5 Conclusion

In conclusion, the study of public administration efficiency in Indonesia from 2018 to 2023 reveals significant improvements in service delivery and citizen satisfaction, driven by reforms and theoretical frameworks such as New Public Management and Public Value Theory. The quantitative data shows positive trends in efficiency indicators across various sectors and government levels, while the qualitative insights provide a deeper understanding of the challenges and successful practices influencing performance. The findings underscore the importance of balancing efficiency with equity, strengthening institutional integrity, and fostering collaboration among stakeholders. By addressing the identified challenges and implementing the recommended practices, Indonesia can enhance its public administration efficiency, leading to better governance and improved quality of life for its citizens.

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