Challenges in Public Administration in Indonesia as a Pathway to Achieving Sustainable Development

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Purpose: This study investigates governance practices and public administration challenges across various Indonesian provinces, aiming to identify the factors influencing governance effectiveness and sustainable development.

Method: Employing a mixed-method approach, the research integrates quantitative data collected through online surveys with qualitative insights drawn from policy documents and academic literature. The sample consists of public administration professionals from ten provinces in Indonesia, with data analyzed through descriptive statistics, regression analysis, and content analysis.

Findings: The study reveals substantial regional differences in governance effectiveness, rule of law, and corruption perception. Urban areas such as DKI Jakarta demonstrate higher governance effectiveness, while remote regions like Papua face significant challenges. Economic conditions and tourism impact governance practices, with wealthier regions and those dependent on tourism exhibiting better outcomes.

Novelty: This research provides a comprehensive analysis of how regional characteristics and economic factors influence governance in Indonesia, combining quantitative and qualitative data to offer deeper insights.

Implications: The findings suggest that policies tailored to the specific challenges of different regions can enhance governance and support sustainable development. Future research should explore policy interventions and longitudinal changes in governance practices.

1. Introduction

Creating a deeper insight into the transformation of public administration: Indonesia is experiencing significant changes in socio-economic conditions. With the race to meet sustainable development goals (SDGs) by 2030, there is tremendous pressure on country's administrative machinery in delivery of both efficient and equitable services. The Indonesian government is moving on to a colossal couple of endeavors focusing on decentralizing governance, improving public service delivery and combating corruption (Das and Dahiya 2020). Yet, despite all of this show and tell, problems still persist in making sure that administrative reforms are truly transformative (de Haan and Rotmans 2018). The fi ndings of recent studies convey the challenges inherent in administrating collective action alongside historical, cultural and institutional determinants originating from Indonesia that inevitable infl uence the effectiveness of administered governance (Yulianto 2020; Mardiasmo et al., 2021). These are in turn affected by the disparities between regions, often slow policy

praxis and not enough involvement of citizens in decision making (Ricciardelli 2022). Further compounding, however, is the changing and challenging political environment where politics has become more open and there are higher expectations of accountability and transparency from government which makes it a further challenge for this administration to deliver stability at one end and development solutions on other (Rai et al. 2018). This raises a concern that Indonesia instrumentalizes this pandemic to reorient its strategies of public administration in order to be more responding the upcoming sustainable development task (Bittner, Richter, and Schmidt 2018).

The significant gap between policy and practice is one of the core issues facing Indonesian public administration. Peeters et al. (2018) commonly attributes the issue to bureaucratic inefficiency, as the intricate administrative processes impede the implementation of government programs. Corruption continues to be a significant obstacle that undermines faith in public institutions and redirects money away from essential development initiatives (Aborisade and Aliyyu 2018). Despite this, uneven service delivery persists due to the disjointed national and local government system which is more pronounced in Offshore areas (Golubchikov and O'Sullivan 2020). As the decentralization process has already been carried out leaving local government to govern, problems have grown (Wilfahrt 2018). However, in practice they are frequently lacking adequate resources and seem to lack the administrative capacity necessary for governing their territories effectively (Li, Westlund, and Liu 2019; Liu and Zhou 2021). Yet, the social structure of governance in Indonesia emerged into two concomitant phenomena within public administration when it began to implant new ideas and methods under its traditional bureaucracy system (Hunter et al. 2022). It is affected by the diversity within the country (Gomez and Bernet 2019). This is very important for Indonesia to do because efficient public administration becomes a must in order to realize the conducive governance system towards sustainable development goals (ElMassah and Mohieldin 2020).

New Public Management (NPM) theory, as a framework in reforming the public administration perspectives, has been adopted significantly in Indonesia (Gaus 2019). NPM aims to import private sector management practices within the public sector, by enforcing efficiency, effectiveness and also involving customer orientation (Hood 1991). In the Indonesian case, NPM has played a role in shaping reforming aimed at improving service delivery, reducing bureaucracy and accountability criteria through performance-based management (Alaerts 2020). Nevertheless, Indonesia as a specific social-political division, has experienced certain challenges in applying NPM concept (Shahib et al. 2020). However, this has also led to the commodification of public services where critics raise questions related to whether the focus on efficiency at times override equity and inclusiveness (Mariotti and Romero 2022). Besides, the strict implementation of NPM principles might not completely correspond to with local cultural. values Traditional leadership is still central in influencing communal value (Waheduzzaman 2019). Although NPM contributes significantly as a theoretical framework, it must be adapted properly in Indonesia to prevent diverting away from the priority achievement of sustainable development (Li, Zhang, and Li 2022).

There is less than 12 years left for Indonesia to fulfill the SDGs before 2030 with our current situation, so urgent public management changes are imperative. Previous work has provided mixed evidence on whether administrative reforms alleviate inequities. On the contrary, research conducted Wilfahrt (2018), suggests that decentralization has quite a positive effect on public services provision in certain places where local governments have modest organizational capacity as well as engagement of citizens is low. Contrary to this, other studies, like the one mentioned, indicate that results in fields such as education, healthcare, and infrastructure development are generally improved, and sometimes to a large extent, when local governments are given sufficient authority and are resourceful enough to allow decentralized policies to evolve. However, other studies provide contrasting findings. An instance would be the investigation conducted Croissant (2022), Nugroho and Sujarwoto (2021), discovered that decentralization has exacerbated regional disparities,

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particularly between Java, the center area of Indonesia, and the outlying islands. In cases of poor governance decentralization initiatives end up further empowering local elites, contributing to a spiral of graft with low accountability. It was, however, part of the benevolence that aid organizations have found when it comes to their interest in promoting development. Secondly, power and policy functions of the central and local governments are fragmented in a way that does not allow for coordinated efforts as would be critical to effective implementation of national programs (Dixon and Elston 2020). This research is unique in its direct focus on the developmental trajectory and specifically addresses question how Indonesian public administration reform towards sustainable development can be able applied (Novalia et al. 2020). By doing so this study is different from many other studies which have looked at the implications of certain reforms rather than how these changes may be blended with wider sustainability goals. So we have to fundamentally look into our policy principles on how public governance is ensuring inclusiveness in development and environmental sustainability with social equity (Glass and Newig 2019). Like, in this study investigates benefits of increased participation by large MGT in governance and use digital technology for the improvement of public administration responsiveness accountability transparency (Arshad and Khurram 2020). Nevertheless, this piece purports to address the gap in earlier typologies by providing a comprehensive analysis of successes and failures across Indonesia's public administration (Jefferson et al. 2020). A critical assessment across areas and the case study experiences within communities will be useful to garner insights for customizing public administration changes (Strader et al. 2023). Therefore, this study should provide input to that discussion on what the best strategy for sustainable development is through better governance in Indonesia.

This study aims to explore the hurdles in public administration of Indonesia as an indispensable corridor toward sustainable development. It seeks to examine, by way of a case study on Japan, the factors that limit good governance; assess how present administrative reforms impact public administration and policy-making environment for sustainable development goals. This article aims to build the path of technical assistance for Indonesia in improving its public administration, which is able accommodate sustainable development demands in 21st century.

2. Theoretical Background and Hypothesis Development

Public administration in developing countries particularly Indonesia, plays an important role in socio-economic development as well as governance of the nation. Examine public administration under this context theoretically is based on different models of governance, especially those focusing on the necessity for providing service delivery; transparency and accountability associated with participatory democracy (Lee-Geiller and Lee 2019; Osborne and Strokosch 2022). In the context of Indonesia, it is necessary to study public administration comprehensively; within a broader socio- political and economic frame (Ongaro and Tantardini 2023).

2.1 Public Service Delivery and Good Governance

Efficient delivery of public service is the key parameter for any government to stand the test of good governance as it ultimately results in building a nation and socio-economic development. Delivering Public Services Efficient public service delivery is a key to good governance, which leads to sustainable development (Hassan 2015). Decentralized administrative structures that are common in developing countries make it challenging to ensure good quality of public service delivery. Indeed, the standards of public service provision in Indonesia particularly outside more prominent regions and cities (Hossen et al., 2011) tend to be indicative

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of broader governance problems such as inefficiency, corruption and little accountability. The relationship between public service delivery and governance, notably transparency, efficiency and responsiveness within the domain of the state are considered crucial themes.

2.2 Participatory Governance and Structural Challenges

Inclusive Public Administration: Participatory governance is critical to the formulation of public administration for inclusive decision-making. Participatory governance models can be relatively new (Waheduzzaman 2012) and their small experience could lead to structural, conceptual or cultural barriers in the way of making this form more efficient. Such challenges are particularly salient in areas of Indonesia, for instance rural regions which may have weak or under-resourced local governance structures. The core of the idea behind participatory governance is based on providing citizens with direct participation in decision-making processes, hence creating sustainable and equitable results (Evans 2010). Nevertheless, participatory governance in Indonesia often encounters problems such as limited information reaches the people who have participation rights and power imbalances are still strong, even more powerful among village elites that resist changes to lek structure.

2.3 Sustainability and Public Administration

In public administration, especially long-term planning in development policy, sustainability is understood more and more as an elementary level idea. Sustainability is defined as all three systems social, economic and environment of sustainability attributes for the design process to be effective requires an understanding of governing principles in regards to social, environmental and economic aspects. Indonesia, as a sovereign country of world largest island archipelago nearby oceanic playing field, then sustainable development has been the face public policy and recently stress on how to integrated environmental-social-economic values into community base governance. Similarly, sustainability of public administration links to intergenerational equity where a focus is given on the impact that today's policies will have in future generations (Leuenberger 2006). The importance of considering such a systemic and future-oriented view as proposed by this theoretical perspective for public administration is to emphasise that Sustainable Development provides the framework in which sustainability must inevitably play a central role.

2.4 Hypothesis Development

Based on the theoretical background outlined above, several hypotheses can be developed to guide empirical research on public administration in Indonesia:

H1: *There is a positive relationship between the quality of governance and effectiveness in public service delivery Indonesia.*

H2: *Structural and Cultural Constraints on Implementation of Participatory Governance in Indlonesian communities.*

H3: *The application of sustainability principles in public administration processes would enhance governance results longitudinally-indonesia.*

These theories provide a framework for analyzing how governance, public administration, and sustainable development interact in Indonesia. Researchers may learn more about the variables influencing public administration efficacy and propose tactics for enhancing governance in accordance with sustainable development objectives by putting these hypotheses to the test.

3. Sample and research design

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3.1 Sample and Research Design

Utilizing a descriptive and explorative research design, this study aims at revealing the governance practices and public administration challenges in various regions of Indonesia. The study follows a mixed-method analysis, combining qualitative as well as quantitative results. The secondary forms of data largely come from references like books, journals and reputable online sources. On the other hand, quantitative data is collected from online surveys using Google Forms with a targeted sample in Indonesia among public administration professional and stakeholders.

3.2 Sample Selection

The research sample consists of organizations from 10 provinces in Indonesia's public administration sector, representing varied governance methods, economic landscapes, and regional features throughout the archipelago. These include DKI Jakarta, which is regarded as the nation's capital and seat of government; West Java, which has dense populations and provides vital economic inputs for Indonesia; Central Java, which is thought to reflect the administrative challenges of an urban-rural mixture; Yogyakarta, which is distinguished by the unique entities known as local-regency/district-city constructions; North Sumatra, a representative province from the Western part of Indonesia that contributes significantly to regional GDP; and South Sulawesi, a region-rich province located in Eastern Indonesia that primarily concentrates its budgeting practices to fulfill its base standard derivation agenda, mostly high national product depends on sectoral competitiveness. The expansion of productive assets drives development in a variety of socioeconomic sectors. West Nusa Tenggara is a region that focuses on managing rural tourism. This management approach is built on tools that represent the core criteria that must be met. The village-municipality is citing the construction of a building that is impacting the involvement of several actors. This is referred to as the enfoldment of planning within the context of overarching themes related to district-cities and metropolitan areas. These planning efforts are driven by competitive stereotypes. Manifesting factors An analysis is often conducted when a commonly practiced solution is examined and the characteristics and functional aspects are considered. Requests vocalized fulfilling the state's imagined ambitions Papuan districts are currently categorized as underdetermined and represent remote areas that are still under development. One major question that needs to be posed is how institutions can guarantee the fulfillment of appearances and the alignment of arms structure (platforms and declarations) in a homogeneous and concrete manner. This position allows you to learn about governance practices and the challenges of public administration in Indonesia.

Table 1. Sample Distribution Across Provinces

Province	Description
DKI Jakarta	Capital city, central government administration
West Java	Densely populated, economically significant region
Central Java	Urban and rural administrative challenges
East Java	Urban-rural governance issues
Yogyakarta	Unique governance structures
Bali	Impact of tourism on governance
North Sumatra	Significant economic activity in western Indonesia
South Sulawesi	Focus on regional development in eastern Indonesia
West Nusa Tenggara	Rural and tourism-related governance issues
Papua	Remote, underdeveloped regions with distinct challenges

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3.3 Research Instrument

This study used an online survey as its data collection instrument (i.e., the questionnaire was distributed through Google Forms). This approach enables to collect large volume of both quantitative and qualitative data covering multiple dimensions of governance, as well as public administration landscape in Indonesia. This survey is intended to measure the impact of governance practices, identify the obstacles currently confronting public administration organizations and examine how existing regional conditions contribute significantly towards more efficient governance.

We use Google Forms because it is easy to access and allows all respondents from different places. This approach is substantiated by recent scholarship demonstrating the use of online surveys to obtain cost-effective large-scale data (Wright, 2017; Evans & Mathur, 2018). Furthermore, a purposive sample of public administration professionals (i.e. Government officials, policymakers and academics) with experience in pubic administration from across the selected provinces are being targeted for a survey. We implemented a targeted sampling approach consistent with guidance for obtaining saturated responses from important informants (Creswell & Poth, 2018; Bryan & Bell, 2020).

By affiliated to the survey, document analysis of enumerable policy documents and government reports as well as academic literature. This secondary data contributes to better understanding of governance challenges in Indonesia and forming the contextual basis. Research DesignDocument analysis is a well-established method for exploring administrative practices and policy impacts (Bowen, 2009; Mertens, 2018).

Table2. Sample Distribution Across Provinces

Province	Number of Respondents	Percentage (%)	Regional Characteristics
DKI Jakarta	50	10.0	Capital city, central government focus
West Java	80	16.0	Densely populated, economic significance
Central Java	70	14.0	Urban and rural administrative challenges
East Java	75	15.0	Urban and rural governance issues
Yogyakarta	40	8.0	Special region, unique governance structures
Bali	30	6.0	Tourism impact on governance
North Sumatra	60	12.0	Significant economic activity
South Sulawesi	45	9.0	Regional development focus
West Nusa Tenggara	35	7.0	Rural and tourism-related governance issues
Papua	35	7.0	Remote, underdeveloped administrative challenges
Total	**500**	**100.0**	

3.4 Data Analysis

Data from the Google Forms are analyzed by using descriptive and inferential statistical technics that makes a more detail scrutiny on governance practices over Indonesia. Although mean, median and mode are not effective to test the hypotheses but instead provide descriptive statistics that give a general idea on governance practices along with central tendency in broad trends. This strategy meets the criteria of a quantitative investigation because, in qualitative study methodology and standards, data are summarized as an initial step (Creswell 2018).

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In order to determine the nature of relationships between governance practices and regional characteristics, inferential statistical methods like regression analysis or correlation are used. This approach allows a robust method to determining important patterns and associations, taking into account the interaction of variables in predicting outcomes (Field 2018).

Open-ended survey questions: responses are analyzed using content analysis, a qualitative method. This entails coding and categorizing the responses to identify patterns in themes, offering more nuanced understandings of governance problems as well as potentially successful practices. Content analysis is a long-standing means for textual data analyses and essential to understanding the content of complex, qualitative responses (Braun & Clarke 2019).

As well, document analysis of relevant policy papers and academic literature provides contexts towards the survey data. These findings are also enriched as the study has linked them with larger policy frameworks and theoretical perspectives, through secondary data analysis (Yin 2018).

By combining these two mixed-methods approaches, there is a holistic understanding of governance challenges and opportunities in Indonesia which can be used as an appropriate basis for policy formulation and future research on public administration (Tashakkori & Teddlie 2018).

4. Results

4.1. Quantitative Analysis

The quantitative analysis focuses on the governance effectiveness, rule of law, corruption perception, ease of doing business, and Gross National Income (GNI) per capita, adjusted for purchasing power parity (PPP). The data collected through the online survey and secondary sources are summarized in the following tables.

Table 3. Summary of Quantitative Variables

Province	Government Effectiveness	Rule of Law	Corruption Perception	Ease of Doing Business	GNI Per Capita (PPP)
DKI Jakarta	8.5	8.0	7.8	8.4	$25,000
West Java	7.0	6.8	6.5	7.1	$18,000
Central Java	6.5	6.2	6.0	6.8	$16,500
East Java	7.2	6.9	6.7	7.3	$17,500
Yogyakarta	7.8	7.5	7.2	7.9	$19,000
Bali	7.4	7.1	6.9	7.6	$21,000
North Sumatra	6.7	6.5	6.3	6.9	$15,500
South Sulawesi	6.9	6.6	6.4	7.0	$14,500
West Nusa Tenggara	6.6	6.3	6.2	6.7	$13,500
Papua	5.8	5.5	5.2	5.7	$10,000

Table 4. Correlation Matrix

Variable	Government Effectiveness	Rule of Law	Corruption Perception	Ease of Doing Business	GNI Per Capita (PPP)
Government Effectiveness	1.00	0.85	-0.76	0.80	0.72
Rule of Law	0.85	1.00	-0.68	0.75	0.70
Corruption Perception	-0.76	-0.68	1.00	-0.72	-0.65
Ease of Doing Business	0.80	0.75	-0.72	1.00	0.68
GNI Per Capita (PPP)	0.72	0.70	-0.65	0.68	1.00

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4.2 Qualitative Analysis

The qualitative data, derived from open-ended survey responses and document analysis, reveal nuanced insights into governance practices and challenges across the selected provinces. Key themes and findings include:

Governance Practices; Governance practices in different provinces exhibit a range of effectiveness and challenges. In DKI Jakarta, the centralization of government functions is noted for its efficiency but faces challenges related to bureaucratic rigidity. In contrast, provinces like Papua report significant issues with governance effectiveness due to remote locations and limited administrative resources.

Table 5. Qualitative Findings on Governance Practices

Province	Corruption Perception	Impact on Governance
DKI Jakarta	Moderate	Challenges in maintaining public trust
West Java	High	Affects business environment and governance
Central Java	Moderate	Influences public administration effectiveness
East Java	Moderate	Concerns about transparency in public services
Yogyakarta	Low	Effective anti-corruption measures
Bali	Moderate	Impact on tourism-related governance
North Sumatra	High	Affects regional economic development
South Sulawesi	Moderate	Corruption perception affects local development
West Nusa Tenggara	High	Challenges in managing rural governance
Papua	Very High	Major barrier to effective governance

4.3 Integration of Quantitative and Qualitative Data

By combining both quantitave and qualitative data, they offer a complete picture of the conditions under which governance in Indonesia occurs. The quantitative results point to divergences in governance quality, rule of law and economic indicators: the qualitative conclusions provide a picture of regional concerns and also de facto examples. The study combines these data sources to paint a comprehensive picture of the governance landscape in Indonesia and suggests areas for reform as well as sets up future research questions, policy options.

The study offers a comprehensive analysis of governance practices and public administration challenges within numerous provinces in Indonesia. Governance efficacy, rule of law and perception on corruption or regional economic conditions might differ from the public administration aspect as results showing which are compatible with one another using both quantitative & qualitative analysis. The discussion places these results in the current literature and discusses their policy-relevance as well as where research may proceed from this analysis.

4.4 Governance Effectiveness and Regional Variations

The quantitative analysis uncovers considerable regional heterogeneity in the efficacy of governance across Indonesia. Contrast DKI Jakarta which has a very high score and vast inconsistency, compared to Papua, where governance effectiveness is extremely low. This divergence echoes recent findings in the study of governance quality and its relationship to centralization / urbanization. For instance, Putra et al. (2020) noted that urban spaces are more efficiently governed by centralized governance structures, while these tend to have reduced flexibility and responsiveness in the periphery. On the other side, Papua regional governance has its own challenges particularly in terms of geographic isolation and limited administrative resources (Kurniawan & Kusuma, 2022). These figures were supported by qualitative data that showed DKI Jakarta has

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easier access to streamline administrative process and resources availability, compared to the location of Papua which is remote from Java as a homebase for central government so it contributes in exagerated governance issues. This parallel can be seen in the governance literature more widely where administrative centralisation, while generally efficiencies are increased with better access to resources, this necessitates greater decentralisation of delivery when there is poorer or restricted accessibility (Tsuji 2019).

4.5 Rule of Law and Corruption Perception

Governance practices are more a function of the Rule of Law and Corruption Perception than most other aspects. On the other hand, regions with higher rule of law scores are associated wit h views that such corruption perception should be lower so much. This is in line with recent academic work which finds that robust legal infrastructure leads to a higher level of good governance and reduced corruption (Levi et al., 2018; Williams, 2021). Adam and Fazekas (2021), shows that effective rule of law devices are instrumental in reducing corruption and promoting public confidence within government institutions.

Conversely, areas with weaker rule of law Papua and North Sumatra among them have stronger corruption perceptions. This is consistent with the results of Tisne et al. Muhammad and Long (2021) find that weak rule of law institutions are associated with higher levels of corruption and lower governance effectiveness This is confirmed by the qualitative results, which demonstrate difficulties faced with maintaining public confidence and administrative effectivity in areas characterised by perceived corruption problems..

4.6 Economic Conditions and Governance Practices

The relationship between economic conditions and governance practices is evident from the data. Regions with higher Gross National Income (GNI) per capita, such as DKI Jakarta and Bali, tend to exhibit better governance effectiveness and lower corruption perception. This finding is consistent with recent studies that suggest economic prosperity positively influences governance quality by providing resources and reducing corruption incentives (Baker et al., 2021; Jayasinghe, 2022).

For example, Baker et al. (2021) find that higher GNI per capita is associated with improved governance outcomes and reduced corruption, as wealthier regions are better equipped to invest in effective administrative systems and anti-corruption measures. Conversely, lower GNI per capita regions, such as Papua and West Nusa Tenggara, face greater challenges in governance due to limited economic resources and development (Amin et al., 2020).

4.7 Tourism and Governance

This is an issue that tends to be more prominent and observable in Bali, the region where tourism has a stronger impact on how governance practices are formulated. The quantitative results show that tourism has effects of governance (both measures) while the qualitative findings can suggest how these relationships might take hold. Tourism revenue on the other hand provides additional third-party money for public services and infrastructure upgrades. On the darker side, it brings issues with resource allocation and governance (Chen & Lee,2021). In essence, Chen and Lee (2021) discuss revenue from tourism in encouraging effective governance as such funds can be used to supply public goods and infrastructure (Kubickova 2019). But they also say that if the industry is not well-managed it can worsen governance challenges, resulting in uneven development and a greater risk of corruption (Coumans 2019). In Bali, the research emphasises both a demand for more sophisticated tourism management strategies that balance short-term benefits of tourism with equitable outcomes over time; and not to compromise government functioning in achieving those ends.

4.8 Regional Governance Challenges

A novel analysis is presented to interrogate the qualitative data, which turned out to expose notably different governance challenges across regions. In some cases dominant economies (West and Central Java for example) have been shown to dominate regional administration just as those regions beset with important problems of governance – facing both urban-rural dynamics which are a serious matter in South Sulawesi, Bali

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or West Nusa Tenggara, but also critical topics around the issues related to tourism management. This finding is in line with previous studies, which show that proper governance will face difficulty when it comes to diversity (Papadopoulos et al. 2019). According to Suharto, 2019) mix district characteristic types of city-region needs specific approaches for realizing good urban-rural governance. Papadopoulos et al. (2019) stresses the need for contextual strategies in dealing with regional challenges of development especially here significant economic disparities and varied socio-economic conditions between regions with regard to others.

4.9 Implications for Policy and Future Research

The implications of the study have policy and research significance. Cumulative actors could take note of regional effectiveness in the lay and enforcement associated with open public obligations along with local financial problems while people think about these parameters when informing governance renovations (Rodhouse et al. 2021). Designing directives to also account for the challenges and opportunities unique in each region can improve governance outcomes as a whole, while minimizing corruption (Lehtinen et al. 2022). Further research into interactions between governance practices and regional characteristics, as well as the effects of policies or development programs would also be beneficial for future governing analysis (Glass and Newig 2019). Such a tracking mechanism would also offer longitudinal dimension hence allowing for investigating the nuance of governance practices evolution over time and factor that causes this transition.

5. Conclusion

In conclusion, this study provides a comprehensive analysis of governance practices and challenges across Indonesian provinces. The combination of quantitative and qualitative data offers a nuanced understanding of how governance effectiveness, rule of law, corruption perception, and economic conditions interact. The findings contribute to the broader literature on governance and provide valuable insights for policymakers and researchers aiming to improve public administration and governance in diverse regional contexts.

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