

COMPARATIVE ANALYSIS OF THE INDONESIAN STATE ADMINISTRATION SYSTEM WITH THE CHINESE STATE ADMINISTRATION SYSTEM

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ABSTRACT

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This study aims to analyze the differences and similarities between the public administration systems of Indonesia and China by focusing on four key aspects: public service quality, political system, global competitiveness, and bureaucratic performance. The research adopts a literature review method by examining various academic sources, including scholarly journals and official policy documents. The findings reveal that Indonesia, although adopting a democratic system with high public participation, still faces challenges in service delivery efficiency, bureaucratic productivity, and fragmented policymaking. Meanwhile, China, under a centralized governance system, has successfully implemented comprehensive bureaucratic reforms, strengthened public services through digital transformation, and demonstrated high global competitiveness. The study concludes that despite fundamental differences

in administrative and political structures, both countries have valuable insights to offer. Indonesia may adopt China's bureaucratic efficiency strategies, provided they are adapted to the democratic and participatory context of the country.

Keywords: Public Administration, Public Service, Bureaucratic Reform, Indonesia-China Comparison, Political System.

INTRODUCTION

The state is the highest organizational entity that has the legal authority to regulate various aspects of people's lives in a certain area. As a sovereign institution, the state holds the main responsibility in maintaining order, upholding justice, and creating prosperity for all its people. The state also has a moral and constitutional obligation to educate the nation's life through the implementation of a quality and equitable education system, and to encourage the advancement of national culture. With an organized government structure and an applicable legal system, the state functions as a tool to achieve the common goals of society, namely creating a safe, just, and prosperous life, as well as maintaining the integrity and sovereignty of its territory in the midst of evolving global dynamics (Nugroho, 2022).

Public administration plays a vital role in national development, especially in developing countries. As the main instrument in the formulation and implementation of public policies, public administration serves as a link between government policies and the needs of society. According to (Singh et al., 2019) Public administration is critical to national development because it supports the implementation of development policies, technologies, and methods. The effectiveness of public administration determines the success of development programs and the overall improvement of people's welfare.

Public administration plays an important role in transparent and accountable public financial management, which is the main foundation for sustainable national development. According to (Febriansyahet al., 2025), state administration plays a central role in the planning, implementation,

supervision, and accountability of public financial management. The application of good governance principles, such as transparency and accountability, is essential to improve the quality of public financial management. In addition, public involvement in budget planning is an important factor in ensuring that the distribution of funds is in line with public needs and aspirations. Through forums such as Musrenbang, communities have the opportunity to participate directly in the decision-making process, which in turn can strengthen the legitimacy of the government.

Comparative public administration is a branch of science that studies public service systems and governance using a comparative approach, which aims to understand and evaluate various patterns and practices of public administration in various countries or periods of time. This approach allows studies to be conducted from a variety of perspectives, which include not only administrative aspects, but also cultural, political and ideological differences that affect the way bureaucracies and governments work. In this context, comparative studies of public administration can cover a variety of topics, such as the comparison of public administration before and after independence, which explores how public administration systems change over time, especially in the process of forming an independent state.

In addition, these studies often compare traditional and modern administrative systems, revealing differences in bureaucratic structures, approaches and ways of working. It also includes comparisons between republican and authoritarian forms of government, showing how administrative power and control are exercised in different systems of government. In a more in-depth analysis, comparative public administration also involves examining the differences and similarities between different schools of public administration thought, covering ideologies and theories that influence administrative practice, as well as comparisons of government institutional structures between countries with different cultural, political and historical backgrounds. All of this is done to gain a broader understanding of how public administration systems work and to gain insights that can be applied in improving the quality of government in the future (Kartiwa, 2012).

State administration is an important part in determining the success of a country in achieving national development goals. Each country has a different administrative system, influenced by distinctive historical, political, economic and cultural factors. Indonesia and China, despite their geographical proximity as Asian countries, have very different state administration systems. This difference covers various aspects, ranging from the political system, bureaucracy, to the way the government manages public welfare and public services. This study aims to analyze the differences and similarities in state administration between Indonesia and China, focusing on four main aspects, namely public welfare, politics, public service quality, and bureaucratic performance. Through this research, it is hoped that a deeper understanding of how the two countries manage state administration can be obtained, as well as lessons that Indonesia can take from China's experience in improving the performance of state administration for the progress of the nation.

METHOD

This research uses the library research method, which is research conducted by reviewing and analyzing various relevant literature or written sources. This method allows researchers to understand certain phenomena based on secondary data that is already available in the form of books, scientific journals, policy reports, and other official documents. According to (Supriyadi, 2016) literature study is defined as a series of activities related to library data collection methods, reading and recording and processing research materials.

The main characteristics of literature studies according to Zed in (Azizah & Purwoko, 2017) include:

1. Researchers deal directly with text or numerical data and not with direct knowledge from the field or eyewitnesses in the form of events, people, or other objects.
2. Library data is ready to use, meaning that researchers do not go anywhere except to deal directly with source material that is already available in the library. Library data is generally a secondary

source, meaning that researchers obtain second-hand materials and not original first-hand data in the field.

3. The condition of library data is not limited by time and space.

The main focus of this research is to analyze the comparative state administration between Indonesia and China. This research specifically examines four important aspects of public administration, namely the political system, public service quality, global competitiveness and bureaucratic performance. These four aspects were chosen because they are considered to reflect the core of the implementation of public administration in a country and have a direct impact on people's lives.

Data sources in this study were obtained from various relevant scientific literature, including academic journals, books, scientific articles, research reports, government policy documents, and publications from national and international institutions.

According to (Azizah & Purwoko, 2017), the data collection technique in this study is documentation, which means looking for information related to various things or variables in the form of notes, books, writings, articles, journals and others. In this study, the data analysis technique used is content analysis, which is a method that aims to obtain valid and testable conclusions based on a specific context Krippendorff in (Azizah & Purwoko, 2017). This approach involves a process of selection, comparison, merging, and classification of various meanings to find the most relevant understanding.

According to Sutanto in (Azizah & Purwoko, 2017) To maintain accuracy in the analysis process and prevent misunderstanding due to the limitations of the literature sources, a cross-verification step was carried out between the literature. In addition, researchers also re-read the sources and considered input from academic advisors.

RESULTS

The following table compares the Indonesian state administration system with the Chinese state administration system based on four aspects:

ASPECT	SIMILARITI E	DIFFERENC E	ADVANTAGE S OF INDONESIA	SHORTCOMING S OF INDONESIA	ADVANTAGE S OF CHINA	DISADVANTAGE S OF CHINA
POLITICS	Both have a strong and centralized Government structure.	Indonesia: Multiparty Democracy. China: Autocratic Communist	The democratic system is more participatory and open	There is still political intervention in the bureaucracy and it is less stable	Very high political stability supporting development	Lack of political freedom, people find it difficult to express disagreement
QUALITY OF PUBLIC SERVICES	Both are trying to improve public services for the welfare of the people	Indonesia: Based on Public Service Law, but still a lot of extortion and discrimination; China: More effective service due to strict	There is a clear legal framework (Law No.25/2009) for the protection of public rights	Implementation is weak, many bureaucracies are slow, discriminatory Implementation is weak	Effective and fast because of strict bureaucratic supervision	Less attention to civil rights in services

		bureaucratic system				
GLOBAL COMPETITIVENESS	Both are trying to improve their position in the global market.	Indonesia: Abundant natural resources but consumptive China: Mass production, large exports.	Exchange rate stability, growing middle class.	Low competitiveness, much import dependence, consumptive.	Low production costs, high exports, relatively even income distribution	There are still challenge in equitable distribution of development results.
BUREAUCRATIC PERFORMANCE	Both are trying to reform the bureaucracy to support development	Indonesia: Slow reform, still politicization China: Aggressive reforms since 1978 focused on economic development	There is a bureaucratic reform framework after the 1998 reform	Ineffective bureaucracy, politicization of high positions	Successful reform, bureaucracy supports economic growth	Still repressive bureaucracy and lack of transparency

DISCUSSION

1. Political System

Indonesia is a democratic presidential republic that adheres to the principle of Trias Politika, which is the separation of powers between the legislature, executive, and judiciary to prevent the concentration of power in just one institution (Brillianty, 2023). Legislative power is exercised by the People's Consultative Assembly (MPR), which consists of the House of Representatives (DPR) as representatives of political parties and the Regional Representatives Council (DPD) as regional representation (Laksono et al., 2023). Since the 1999-2002 constitutional reform, the position of the MPR changed from the highest state institution to a bicameral legislature, strengthening the principle of checks and balances in the Indonesian system of government. Indonesia also runs direct elections to elect the President and Vice President, allowing the people to be actively involved in the political and governance process (Laksono et al., 2023). Democratic elections characterize Indonesia's political system, where citizens are free to choose legislative, executive and regional head candidates, in an atmosphere of intense political competition. The presence of many political parties representing various ideologies also enriches the dynamics of democracy in Indonesia, although it is often characterized by political fragmentation and unstable coalitions.

According to its official classification, the People's Republic of China (PRC) is still considered a communist state, although some modern political scientists argue that its political characteristics no longer fully reflect the classical communist system. The system of government in the PRC is difficult to define singularly due to its complex power structure rooted in over two thousand years of strong imperial traditions, influenced by Confucianism (Laksono & Devina, 2023) After the end of the monarchical era in 1911 and the reign of the Kuomintang, power passed to the Chinese Communist Party (CCP) in 1949. Walaupun terdapat beberapa bentuk liberalisasi, seperti Since then, the CCP has been the sole ruling party, with full control over all state institutions. While there have been some forms of liberalization, such as elections at the village level, all important state positions are still determined through internal party mechanisms. Dalam perbandingan langsung, sistem politik Indonesia

lebih unggul dalam memberikan kebebasan politik, keterbukaan, dan partisipasi rakyat dalam pemerintahan. Demokrasi di Indonesia memberikan ruang bagi berbagai aspirasi politik untuk diekspresikan, baik melalui partai politik, pemilu, media massa, maupun gerakan masyarakat sipil (Brillianty, 2023). Hal ini memungkinkan lahirnya pemerintahan yang lebih representatif dan akuntabel terhadap rakyat. Namun, sistem ini juga rentan terhadap instabilitas politik, fragmentasi kekuasaan, serta risiko populisme politik yang mengutamakan kepentingan jangka pendek (Laksono & Devina, 2023)

The Chinese government maintains political stability by controlling the media, limiting opposition movements, and filtering political activities deemed potentially threatening to the regime. The 1989. Tiananmen demonstration case is an example of the government's crackdown on political dissent. On the other hand, economic growth is used as a strategy to reduce public discontent. Although there are other political parties, their role is only symbolic as they remain under the control of the CCP through the Chinese People's Reserve Transportation Council. Thus, China's political system prioritizes stability and government efficiency, even at the expense of the people's political participation space (Laksono & Devina, 2023).

In direct comparison, Indonesia's political system is superior in providing political freedom, openness, and people's participation in government. Democracy in Indonesia provides space for various political aspirations to be expressed, both through political parties, elections, mass media, and civil society movements (Brillianty, 2023). This allows for a government that is more representative and accountable to the people. However, this system is also prone to political instability, fragmentation of power, and the risk of political populism that prioritizes short-term interests (Laksono & Devina, 2023).

In contrast, China's political system excels in terms of decision-making efficiency and long-term stability. In the absence of strong formal political opposition, the Chinese government can implement economic and development policies more consistently and quickly. This is evident from China's achievement in becoming one of the world's largest economic powers in a relatively short period of time. However, this system sacrifices individual rights, reduces the space for popular participation, and is prone to authoritarianism practices that limit civil liberties.

In the context of international relations, Indonesia's democracy provides an advantage in building multilateral cooperation based on human rights values. Meanwhile, China uses its economic power as a tool of diplomacy, but is often criticized by the international community on issues of human rights violations and restrictions on domestic political freedoms (Laksono & Devina, 2023).

These two countries also face different internal challenges. Indonesia must improve the quality of democracy by reducing corrupt practices, strengthening law enforcement, and increasing the capacity of a professional and neutral bureaucracy. Meanwhile, China is faced with the challenge of managing popular discontent with social inequality, civil rights violations, and the need for deeper political reforms to ensure the sustainability of its economic development.

As such, Indonesia and China's political systems each have strengths and weaknesses that stem from philosophical and historical differences in state building. Indonesia's democracy emphasizes participation and representation, while China's system prioritizes stability and efficiency. Both models provide important lessons on how political system design can affect development outcomes and people's welfare.

2. Quality of Public Services

Public services represent the performance of the state administration system in carrying out government functions and fulfilling the basic needs of society effectively. In a comparative study between Indonesia and China, there are fundamental differences in the quality, policy approach and implementation mechanism of public services. Both countries developed public administration models that reflect their respective political systems, resources and development priorities.

In Indonesia, the legal framework for public services refers to Law No. 25/2009 which sets out the principles of good governance as the main foundation for service delivery. These principles include legal certainty, accountability, equality, participation, and protection of vulnerable groups. This law also emphasizes the state's obligation to fulfill the rights and basic needs of citizens (Laksono & Devina, 2023). However, the implementation of these policies still faces various obstacles, especially in the form of inefficient bureaucracy, low capacity of human resources of the apparatus, and weak supervision of minimum service standards. The study by (Laksono & Devina, 2023) notes that the challenges of public services in Indonesia are also related to the uneven accessibility of services, the rampant practice of illegal levies, and convoluted service procedures. This indicates a gap between legal norms and implementation practices in the field. The weakness of the incentive system, the lack of competency-based training, and the lack of objective performance evaluation are the main obstacles in improving the quality of public services.

In contrast, China has shown success in reforming the public service sector through an innovative and centralized approach. Based on research (Purwadi et al., 2020), innovation practices in China's public sector cover various aspects ranging from improving the bureaucratic structure, developing e-government, to implementing a compensation system and strict performance evaluation of the state civil apparatus. These innovations are driven by administrative reforms that began in the early 2000s, as part of a strategy for economic development and more responsive governance.

The Chinese government implemented an integrated public service system through a one-stop service approach that has been implemented at various levels of government. In addition, the civil servant training system is designed to shape competencies that are adaptive to the needs of society, with an emphasis on public ethics, anti-corruption, and the use of information technology. The apparatus performance evaluation system in China is divided into four assessment categories and is directly linked to promotion, incentives, and dismissal of employees if they do not meet the standards (Purwadi et al., 2020).

In the context of human resources, China developed an extensive and structured training network, covering national to local training centers, as well as skills-based and functional expertise training programs. This approach has significantly improved bureaucratic efficiency and encouraged the creation of a professional and performance-oriented apparatus. On the other hand, Indonesia still faces challenges in building a sustainable and equitable training system across regions.

This comparison shows that China's public service system tends to be more centralized but efficient, while Indonesia adopts a more democratic and decentralized system but has not been fully effective in terms of implementation. China utilizes the advantages of a centralized political system to encourage innovation directly from the central government to the regions, while in Indonesia, the reform process is slower due to policy fragmentation and weak coordination between local and central government agencies.

Findings from (Purwadi et al., 2020) indicate that public service practices in China can be a source of learning for Indonesia, especially in aspects of bureaucratic efficiency, employee training and compensation systems, and service digitization. However, adaptation to the Chinese system must consider differences in political, social and cultural structures. Therefore, the application of best practices from China needs to go through a contextualization process that is adapted to the characteristics of the Indonesian bureaucracy and society.

In conclusion, improving the quality of public services in Indonesia requires a comprehensive approach, including strengthening the performance-based incentive system, developing the capacity of state apparatus, and integrating technology in services. Public service reform in Indonesia cannot be separated from political commitment, adequate budget allocation, and active participation of the community as service users. In this regard, China's experience in modernizing public administration can be a strategic reference for continuous improvement in Indonesia.

3. Global Competitiveness

In the context of increasingly competitive global competition based on technological mastery and economic efficiency, Indonesia's position is still not showing optimal performance. When compared to countries now known as "new economic tigers" such as China, South Korea, Taiwan and India, Indonesia's competitiveness, especially in the technology sector and strategic industries, is still far behind. Even when juxtaposed with neighboring countries in the Southeast Asian region such as Malaysia and Singapore, Indonesia has not been able to display consistent excellence. Potentially, Indonesia has very strong basic capital. This is confirmed by Ridwansyah Yusuf Achmad, Director of Research at the Indonesia Strategic Institute, who stated that Indonesia has comparative advantages in the form of abundant natural resources and a large population that should be a driving force for national productivity and innovation (Laksono & Devina, 2023).

The consumption aspect also shows a sharp contrast. Indonesians show a high consumptive tendency, with a preference for imported products as a symbol of prestige, without considering domestic products. This has hampered the growth of local industries that are still developing. On the other hand, Chinese people tend to prioritize the consumption of domestic products. This tendency is not only based on economic considerations, but also on a strong sense of nationalism towards domestic products. These differences in consumption patterns reflect how people's culture and economic orientation influence national competitiveness (Laksono & Devina, 2023).

Furthermore, income distribution in Indonesia still faces serious inequality problems, both geographically between regions and between layers of society. This inequality not only creates economic disparities, but also impacts the quality of access to education, health, and infrastructure, which in turn affects labor productivity. In contrast, China has been relatively successful in creating a more equitable income distribution through a centrally planned development approach, although certainly not without challenges (Laksono & Devina, 2023).

In the foreign trade sector, Indonesia does record significant exports, especially in commodities such as palm oil, coal, and agricultural products. However, the high volume of imports for consumer goods and production auxiliaries means that the trade balance often does not show a large surplus, and in some periods even runs a deficit. Meanwhile, China has successfully optimized its industrial structure to produce goods on a large scale at competitive prices, making it the world's largest exporter and earning a substantial trade surplus.

The relatively stable rupiah exchange rate and increasing purchasing power among the middle class provide positive indications for domestic consumption growth in Indonesia. However, the inequality of purchasing power between regions remains a challenge, especially in the unevenly developed regions outside Java. On the other hand, China has not only managed to maintain the stability of its currency exchange rate, but also has a purchasing power that supports domestic economic growth, although the main contribution to GDP still comes more from the export sector than consumption.

In terms of labor, Indonesia has a large number of productive-age population, which can actually become a demographic bonus if managed properly. However, Indonesia's competitiveness in terms of low wage labor is starting to decline compared to competing countries in South and Southeast Asia. Limitations in technology mastery and labor productivity also remain obstacles. In contrast, China capitalizes on its demographic advantage by providing labor in large numbers and at relatively low cost, which then becomes a major attraction for foreign investors and supports the massive expansion of their manufacturing industry (Laksono & Devina, 2023).

4. Bureaucratic Performance

Bureaucratic reform is a fundamental element in creating an effective and efficient government, especially in facing development challenges and the demands of globalization. The People's Republic of China (PRC) is one of the countries that has shown significant success in carrying

out a comprehensive bureaucratic transformation. Awareness of the importance of revamping the bureaucracy grew after the country experienced a major failure during the period 1959 to 1961, where the Cultural Revolution led to widespread economic and social stagnation. Recognizing the failure, China's leaders began to seriously reform its bureaucratic system after the political consolidation led by Deng Xiaoping in 1978. Under Deng's leadership, the overly rigid ideological orientation began to be reduced, and the government's main focus shifted towards economic development as the main means of national development (Laksono & Devina, 2023).

One of the first steps of reform was in the agricultural sector, where the government began to give farmers the freedom to determine the types of commodities they would grow. This was a fundamental change from the previous collectivist system. The reforms then extended to the industrial and service sectors, creating the initial foundation for the emergence of a more open economic system integrated with the global market. In addition, China also took a strategic step in 1979 by liberalizing the financial sector. The financial intermediation function began to shift from direct allocation by the state to market mechanisms through banks, creating a more efficient credit allocation system that was responsive to development needs.

Not stopping there, the central government also encouraged the decentralization of authority to regional governments, giving room for local initiatives in developing each region's economy. These reforms are reinforced through a legal framework that allows private ownership of companies and encourages fair competition in the economic sector. It also attracted foreign direct investment by removing trade barriers such as state-owned monopolies and currency dualism. China's joining the World Trade Organization (WTO) in 2001 marked the country's seriousness in integrating its economy into the market-based global trading system (Laksono & Devina, 2023).

In 2004, economic policies increasingly emphasized the role of the private non-SOE sector as the main engine of growth, including the protection of private assets. This policy was expanded in 2005 by opening up private sector access to engage in infrastructure, public services, and finance, which had previously been the exclusive domain of the state. China's bureaucratic reforms have also touched non-economic sectors, such as education. The government established a nine-year primary education program as a universal obligation, and significantly increased access to higher education, especially in engineering, as part of a long-term strategy to improve the quality of human resources. Labor wages also increased as a result of rapid economic growth. The government also implemented tax reduction policies and eradicated illegal levies in rural areas as concrete efforts to improve people's welfare. This whole process shows that the success of bureaucratic reform in China is not only the result of institutional change alone, but also the result of harmonization between bureaucratic culture, regulatory structure, and national development vision (Laksono & Devina, 2023).

In contrast, in Indonesia, the journey of bureaucratic reform faces much more complex dynamics. One of the main challenges in the development of bureaucracy in Indonesia is the dominance of political interests in the structure of government administration. Since the beginning of the New Order, the bureaucracy has often become a tool of political power and has been infiltrated by the interests of political parties. The structure of the bureaucracy is characterized by direction uncertainty as political parties seek to instill their influence by placing their cadres in strategic ministries as a form of power consolidation. As a result, the recruitment and promotion process in the bureaucracy is not based on meritocracy, but on political considerations, groups, and connections, which directly undermines the professionalism and effectiveness of the bureaucracy itself (Laksono & Devina, 2023).

Improvement efforts have indeed been made since the era of President Soeharto, among others through the establishment of the State Ministry of State Apparatus Refinement and Cleaning in 1968, which was tasked with tidying up the bureaucratic structure and keeping civil servants away from the influence of political parties. Furthermore, the establishment of the Korps Pegawai Republik Indonesia (KORPRI) in 1971 was intended as a single forum for civil servants, which in practice made the bureaucracy even more centralized and rigid. Various programs such as the PAAP Team and Project

13 were incorporated into the ministry, but still faced structural and cultural obstacles. The change in the ministry's nomenclature to the Ministry of Administrative Reform in 1983 was part of a rationalization effort, including a zero growth policy, a more orderly career system, and the implementation of five working days in 1995 as a form of bureaucratic efficiency (Laksono & Devina, 2023).

After the 1998 Reformation, there was a new push to strengthen the independence and neutrality of the bureaucracy. One important step was through Government Regulation No. 5/1999 which regulated the involvement of civil servants in political activities. Although the regulation briefly opened the opportunity for civil servants to become members of political parties, the policy was later revised in Government Regulation No. 12/1999, which closed the opportunity again in order to maintain the neutrality and professionalism of the state civil apparatus. However, the challenges of bureaucracy in Indonesia have not been fully resolved. Structural reforms have not been matched by a strong change in bureaucratic culture. Politicization of positions, the practice of nepotism, and bureaucracy that tends to be administrative rather than public service are still latent problems to this day (Laksono & Devina, 2023).

When compared to China's bureaucratic reform model, Indonesia can learn from a systematic approach that emphasizes consistency between economic policy and institutional reform. China shows that the success of bureaucratic reform depends on the alignment between rational regulations, strengthening institutional capacity, and changing the overall work culture of the bureaucracy. Without serious efforts to separate the bureaucracy from political interests and build a strong merit system, bureaucratic reform in Indonesia will continue to be slow and unable to optimally drive national development.

CONCLUSION

Based on the results of the comparative analysis of the state administration systems of Indonesia and China, it can be concluded that the two countries have very different approaches in carrying out government functions, especially in four main aspects: political system, quality of public services, global competitiveness, and bureaucratic performance. These differences reflect the historical and ideological backgrounds and distinctive government structures of each country.

In terms of political system, Indonesia stands out as a multiparty democracy with relatively high political participation. Electoral freedom and public involvement in the decision-making process are the main strengths of Indonesia's political system. However, this system is not free from challenges, such as political instability, fragmentation of power, and political influence in the bureaucracy. In contrast, China relies on a centralized one-party autocracy system, which allows for faster and more consistent decision-making. High political stability provides an advantage in the implementation of development policies, albeit at the expense of civil liberties and public participation.

In terms of public service quality, Indonesia has a strong legal basis through Law No. 25/2009. However, implementation in the field is still weak, as seen from the many public complaints about slow bureaucracy, discrimination, and the existence of illegal levies. On the other hand, China is able to provide more efficient public services through strengthening bureaucratic supervision and implementing digital technology. A strict employee performance evaluation system and continuous apparatus training are China's main advantages in this sector.

In terms of global competitiveness, Indonesia has great potential through its rich natural resources and demographic bonus. However, low productivity, dependence on imports, and consumptive culture are the main obstacles. Meanwhile, China shows superior performance through massive industrialization, massive exports, and more equitable income distribution, although it still faces challenges in equitable development between regions.

In terms of bureaucratic performance, Indonesia faces structural and cultural challenges such as the politicization of positions and the lack of a professional work culture. In contrast, China has successfully carried out bureaucratic reforms since the Deng Xiaoping era that focused on economic efficiency and reducing political interference in administrative management.

Overall, Indonesia and China can learn from each other. Indonesia needs to strengthen a professional and accountable bureaucracy while upholding democratic principles. Meanwhile, China's success in bureaucratic efficiency and digitalization of public services can be used as a model in certain contexts, as long as it remains adapted to the character and needs of the Indonesian nation.

RECOMMENDATION

1. Political System

Indonesia's political system, as a democratic country with a presidential model, has shown significant progress after the reformation. However, challenges such as political fragmentation, weak inter-institutional control, and the low quality of public participation are still obstacles. Therefore, the following developments are crucial:

Strengthening the system of checks and balances: To maintain the balance of power, it is necessary to improve the institutional capacity of oversight institutions such as the DPR, DPD, Constitutional Court, and KPK. The legislative and supervisory functions of the DPR need to be strengthened through improving the quality of legislators, reducing dependence on parties, and supporting systems for policy research. The KPK must be guaranteed its independence by strengthening institutional regulations and allocating adequate resources.

Stabilization of political coalitions: Fragmentation of power due to the large number of political parties has made it difficult to form a solid government. The government should consider revising the parliamentary threshold to encourage party simplification without eliminating political diversity. The development of a coalition system based on policy platforms, not just the distribution of power, is also important to maintain government stability.

Improving public political education: Low political literacy encourages transactional politics and populism. Therefore, the integration of comprehensive civic education in schools and campuses, as well as political literacy campaigns by the KPU and civil society organizations must be improved. The goal is to create smart, critical and substance-oriented voters, not merely political image.

Strengthening the role of political parties: Political parties need to carry out the functions of regeneration and aspiration aggregation in a professional and democratic manner. Internal party reforms that encourage financial transparency, democratize the selection of legislative and regional head candidates, and strengthen the capacity of cadres are key. The government can encourage this through conditional financial aid mechanisms and strict supervisory regulations.

Utilization of digital technology: To strengthen participation and accountability, e-government should be developed more widely. Digital platforms such as e-voting, e-musrenbang, and online aspiration forums can be a means of community involvement in the policy process. In addition, the utilization of big data for policy analysis and open data for budget transparency should also be increased.

2. Quality of Public Services

The quality of public services reflects the performance of the bureaucracy in responding to the basic needs of the community. Compared to China, which is more centralized but efficient, Indonesia needs a special approach so that the decentralized system still ensures service effectiveness.

Comprehensive digitization of services: The implementation of a digital-based national one-stop service should be a top priority. Platforms such as the Public Service Mall and application-based integrated service systems (e.g. Dukcapil, OSS, BPJS) need to be extended to sub-district and village

levels. Cross-sector data integration should be accelerated through a single-reference NIK system.

Performance-based incentives: ASN needs to be motivated based on measurable and objective performance achievements. The government must develop a performance evaluation system based on output (direct results) and outcome (benefits) indicators and link it to career paths, bonuses, and sanctions. Assessments should be conducted regularly and supervised by an independent institution.

Strengthening the supervision system: To eradicate extortion and irregularities, a professional internal monitoring unit and a digital-based public reporting system that can be accessed anonymously are needed. The Ombudsman should also expand its role to the regional level with adequate budget and human resource support.

Apparatus training and certification: ASN at all levels needs to be provided with competency-based training that is structured, sustainable, and according to the needs of the position. Competency certification is mandatory for technical and structural positions, with evaluation based on actual performance, not just attendance or seniority.

Equitable access to services: The government needs to ensure that public service infrastructure development reaches all regions, especially the 3T areas. Solutions such as mobile service units, satellite signal-based digital services, and special incentives for ASNs serving in remote areas must be expanded and budgeted nationally.

Global Competitiveness

To improve Indonesia's position in the global arena, structural transformation in various sectors must be carried out in a planned and sustainable manner. The key to success lies in the synergy between industrial, education, trade and labor policies.

National industrial transformation: Downstreaming of natural resources is a must so that Indonesia does not continue to be an exporter of raw materials. The government needs to encourage the development of strategic industries such as renewable energy, electric vehicle batteries, sustainable food, and advanced manufacturing through tax incentives, ease of investment, and domestic market protection.

Strengthening human resources and vocational education: To deal with the industrial revolution 4.0, Indonesia needs to expand vocational education in accordance with the needs of the global labor market. Link and match programs between vocational schools and industries should be expanded, and the vocational education curriculum needs to include technological fields such as artificial intelligence (AI), automation, and robotic systems.

A national movement to love local products: The government should lead a national campaign that changes people's consumption patterns from imported to domestic products. This campaign could involve media, consumer education, and incentives for local MSME players, including through e-commerce platforms and government shopping preference regulations.

Logistics and infrastructure reform: The national logistics system must be built efficiently through inter-island connectivity, strengthening of main and secondary ports, logistics toll road network, and supply chain digitization. This will lower distribution costs and improve the competitiveness of Indonesian products.

Reform foreign trade policy: Export-import policies should be directed at encouraging exports of value-added products and controlling imports of unproductive consumer goods. Evaluation of import duty tariffs, export taxes, and protection of domestic industries must be carried out regularly and based

on economic impact analysis.

3. Bureaucratic Performance

Bureaucratic performance is the backbone of public policy effectiveness. In order for the Indonesian bureaucracy to be able to respond to the challenges of modern development, it needs deep improvements in the aspects of institutions, human resources, and work culture.

Accountability-based decentralization: Regional autonomy needs to be accompanied by a clear and firm accountability system. The central government must implement an objective, transparent, and accurate regional performance-based reward and punishment system. This includes indicators of public services, financial governance, and development achievements.

Reform the ASN recruitment system: The meritocracy system must be consistently enforced. ASN recruitment and promotion must be based on competence, not political interests. Selection exams must be conducted digitally and transparently, and promotions through credible assessment mechanisms by independent institutions.

Public involvement in bureaucratic oversight: The bureaucracy should no longer be a closed domain. The expansion of public participation in overseeing public services through online platforms (e.g. LAPOR.go.id), community forums, and social media must continue to be strengthened and systematically followed up.

Modernize the work culture of the bureaucracy: Reform is not only about structure, but also mindset. ASN must be directed to be an innovative, proactive, and adaptive public servant to change. A responsive and efficient work culture needs to be built through a clear incentive system for work units that create service innovations.

Cross-sector collaboration: The government needs to create collaborative spaces with the private sector, universities and civil society organizations in designing and implementing bureaucratic reforms. This quadruple helix approach can accelerate the adoption of management technologies, expand innovation, and strengthen the overall institutional competitiveness of the bureaucracy.

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