

# THE ROLE OF GOVERNANCE IN IMPROVING THE EFFECTIVENESS OF PUBLIC BUREAUCRACY: A SYSTEMATIC REVIEW

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## ABSTRACT

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*This study discusses the role of governance in enhancing the effectiveness of public bureaucracy, focusing on the challenges faced and strategies that can be implemented. Through a systematic review, several key issues are identified, including a lack of transparency, accountability, and public participation that hinder bureaucratic performance. Theories of New Public Management (NPM), accountability, and public participation are used as frameworks to analyze the interactions between government, society, and managerial practices. The research findings indicate that the implementation of information technology and the Electronic Government System (SPBE) can improve efficiency and transparency in public services. Additionally, good accountability practices and active civil society involvement in oversight can build public trust in government. Development recommendations include enhancing transparency,*

*strengthening public participation, investing in information technology, and reforming policies to create a more inclusive environment. This study emphasizes that the integration of efficiency, accountability, and public participation is key to creating quality public services and enhancing government legitimacy, which in turn supports sustainable development.*

*Keywords: Governance, Public Bureaucracy, Challenges, Effectiveness, Public Participation*

## INTRODUCTION

Problems related to the function of governance in improving the performance of the public bureaucracy often arise due to several main factors. First, a lack of openness and accountability in decision-making can reduce public trust in the bureaucracy, which further decreases public participation in government programs. Second, unclear organizational structures and responsibilities between public institutions often result in overlapping functions and inefficiencies in policy implementation. In addition, rigid bureaucratic culture and rejection of change can hinder innovation and the ability to adapt to the changing needs of society. Third, limited resources, both in terms of budget and human resource capacity, are also an obstacle for the public bureaucracy in carrying out governance functions effectively. By understanding the causes of these problems, we can look for ways in which better governance strategies can be applied to improve the performance of the public bureaucracy.

The main problem in the context of the role of governance in the effectiveness of public apparatus lies in the inability of the apparatus to adapt quickly to changing demands and expectations of citizens. Apparatus is often stuck in a slow and convoluted process, making it difficult to provide an appropriate and efficient response to issues that arise. In addition, the existence of conflicts of interest and political influence in decision-making in the apparatus can lead to policies that are not in accordance with the needs of the community. The lack of cooperation between various government agencies is also an obstacle, because this creates fragmentation in the implementation of policies and inefficient supervision. As a result, people feel dissatisfied with the public services provided, which has the potential to reduce public trust in the

government as a whole. Therefore, this key issue requires special attention in an effort to improve the effectiveness of public apparatus through a more responsive and inclusive approach to governance.

The impact of issues related to the role of government in improving the performance of the public bureaucracy can be very detrimental, both for the community and the government itself. The inability of the bureaucracy to quickly adapt to the needs of the community leads to inadequate public services, which later leads to dissatisfaction among citizens. This dissatisfaction can reduce public participation in government programs and weaken public trust in government institutions. In addition, uncertainty and confusion in public policy can trigger social and political instability, which can lead to protests or conflicts. In the long run, this impact can undermine the government's legitimacy and hinder sustainable development efforts. On the other hand, inefficient bureaucracy can lead to resource waste, corruption, and inefficiency, which as a result reduces the government's ability to provide quality services to the public. Therefore, it is very important to understand the consequences of this problem in order to design better governance strategies and encourage reforms in the public bureaucracy.

There is a real difference between people's expectations of good governance and the conditions they experience in the public sector. People often want to get public services that are fast, clear, and responsive to their needs, and expect involvement in the decision-making process. However, the situation shows that many public agencies are still stuck in ineffective ways of working, with complicated procedures and a lack of good communication between the government and the public. This creates frustration among the public, who feel that their voices and needs are often not being addressed. In addition, expectations of openness and accountability are often hampered by corrupt practices and nepotism within the bureaucracy, which further widens the gap between expectations and reality. This gap not only affects people's trust in government, but also hinders efforts to achieve inclusive and sustainable development.

Within the framework of a good governance function to improve the performance of the public bureaucracy, there is a significant difference between public expectations and the existing reality. People expect fast, open, and accountable public services, but they are often stuck in a slow and ineffective bureaucratic system. This discrepancy arises due to various reasons, including a lack of cooperation between agencies, a rigid bureaucratic culture, and corrupt practices that hinder the proper decision-making process. For this reason, the author feels it is important to conduct a thorough examination of the available literature to identify the obstacles faced by the public bureaucracy and research governance strategies that can be applied to improve bureaucratic efficiency. The purpose of writing this article is to provide a deeper insight into the relationship between governance and public bureaucracy, as well as offer actionable suggestions to improve the system of government for the benefit of society.

## **METHODS**

This research will use qualitative methods to investigate the role of governance in improving the efficiency of public bureaucracy. The qualitative method was chosen because it provides an opportunity for researchers to understand complex phenomena and gain an in-depth understanding of the interaction between governance and bureaucracy. With this method, researchers can explore the experiences, viewpoints, and perceptions of various parties involved in government and bureaucratic processes.

Research data will be collected through document analysis, which includes examining various written sources such as policy reports, journal articles, and official documents from government agencies. Document analysis provides researchers with the ability to gather relevant and in-depth information related to public governance practices and bureaucracy. In addition, this method also opens up opportunities to identify important patterns, themes, and issues that arise in the existing literature, so as to offer a comprehensive picture of the topic being studied.

In the data analysis process, the researcher will apply the theoretical triangulation method to ensure the validity and consistency of the findings. Theoretical triangulation involves applying diverse perspectives as well as different theoretical frameworks to analyze data collected through document studies. With this approach, researchers can build a more comprehensive and critical understanding of the relationship between governance and the efficiency of public bureaucracy, as well as identify the practical implications of the results of such research.

## RESULTS

Based on the results of the data collection carried out by the author, several phenomena were found presented in the related data table, The data table in question is as follows:

<b>Title</b>	<b>Author Name</b>	<b>Year</b>	<b>Method</b>	<b>Conclusion</b>
The Role of E-government in Public Services	Adilla Septiani, Syamsir, Afifah Rahma Aulia, Auliya Resti, Viona Fazira, Dwi Andini Sukma Wijaya, Zakia Aldeo	(2022)	Qualitative	The Regional Government, especially the City of Bukittinggi, prepares plans and budgets for the Electronic-Based Government System (SPBE) guided by the SPBE Architecture and SPBE Plan Map in accordance with Presidential Regulation No. 95 of 2018. Coordination is carried out by BAPEDDA to ensure integration in planning and budgeting. Bukittinggi allocates a significant budget to improve public services through applications such as OSS-RBA, SICANTIK, and SIMBG312 in Public Service Malls.
The Role of Technology in Achieving Good Governance: A Public Administration Theory Perspective	Viny Elvia, M. Fachri Adnan, Afriva Khaidir	(2025)	Qualitative	In the digital era, technology and innovation are key to realizing good governance by increasing efficiency, transparency, accountability, and public participation in public services. While challenges such as access gaps and bureaucratic unpreparedness exist, governments need to invest in technology infrastructure, provide training, and develop data protection policies. By encouraging innovation and creating a platform partisipatif, The government can

				improve the quality of public services and create a government that is more responsive to the needs of the community, thereby contributing to overall well-being.
Analysis of Government Bureaucratic Accountability: A Study Cases in Improving the Effectiveness of Public Services	Anugrah Asmarani	(2023)	Qualitative	The analysis of the accountability of government bureaucracy shows a strong commitment to improving the effectiveness of public services through transparency, accountability, and oversight practices. By implementing good accountability practices, bureaucracies can build public trust, ensure efficient use of public resources, and improve service quality. Effective accountability mechanisms are also important to ensure bureaucratic decisions can be made Accounted for. Therefore, maintaining and improving accountability practices in the bureaucracy is an important challenge to meet the needs of the community to the maximum.
The Role of Civil Society in Increasing Bureaucratic Accountability Through Active Public Oversight	Dhiya Fahriyyah Maritza; Taufiqurokhman	(2024)	Qualitative	Research shows that the role of civil society in overseeing and improving the accountability of government bureaucracy is essential, through oversight, policy advocacy, community empowerment, and public education. Non-

				<p>organizations governments such as WALHI, PEKKA, and YLBHI contribute to increasing bureaucratic transparency and responsiveness, despite facing challenges such as limited resources and access to information. The research recommendations include a revision of the Mass Organization Act to support freedom of organization, as well as a public awareness campaign on the importance of accountability. With the active involvement of civil society, it is hoped that the quality of governance and public services can be improved effectively.</p>
<p>The Role of Information Technology in Improving Bureaucratic Efficiency and Effectiveness</p>	<p>Dede Mirza, Lili Suryani, Latip, Variza Aditiya</p>	<p>(2023)</p>	<p>Qualitative</p>	<p>Information technology plays an important role in increasing the efficiency and effectiveness of the bureaucracy by accelerating government business processes and increasing output productivity. The use of technology applications allows electronic interaction between bureaucrats and the public, facilitates public services, and increases creativity and information quality. To support the application of information technology, skilled human resources are needed through training, so that information integration can be done optimally. With the</p>

				mastery of information technology, all processes and systems in the bureaucracy can be improved, supporting overall productivity.
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Based on the study, entitled "The Role of Governance in Improving Public Bureaucratic Effectiveness: A Systematic Review," it is very much in line with the topic raised by various previous researches. In this case, the function of governance is not only focused on internal management in the government, but also involves relations with the community and the use of information technology. Through a systematic review, it is crucial to investigate how these aspects relate to each other in improving the effectiveness of public bureaucracy.

First, a study conducted by Adilla Septiani and colleagues (2022) shows that the implementation of the Electronic-Based Government System (SPBE) in Bukittinggi is a real step in improving public services. With sizable budget expenditures on applications such as OSS-RBA and SIMBG312, local governments are trying to speed up bureaucracy and increase transparency. From a governance perspective, this shows the government's commitment to adapt to the needs of contemporary society that demands faster and more efficient services. A systematic review of the role of governance in this regard can investigate how SPBE implementation policies and strategies can be improved to achieve more optimal outcomes.

Furthermore, a study conducted by Viny Elvia and colleagues (2025) emphasizes the vital role of technology and innovation in creating good governance. This research shows that the application of technology can improve smoothness and openness and encourage community involvement in public services. In the context of government, this suggests that the government functions not only as a service provider, but also as a liaison that opens up opportunities for people to actively contribute. A systematic review can evaluate how technological innovations can be incorporated into public policy to increase accountability and responsiveness of bureaucracy.

Then, a study by Anugrah Asmarani (2023) on accountability in bureaucracy emphasizes the importance of transparency and accountability practices to improve the effectiveness of public services. In the framework of governance, this shows that the bureaucracy needs to be able to take responsibility for every decision and policy taken. A systematic review may include an analysis of existing accountability mechanisms and how improvements in accountability practices can strengthen public trust in government. Thus, the close relationship between good governance and accountability in the bureaucracy is increasingly apparent.

Furthermore, a study by Dhiya Fahriyyah Maritza and Taufiqurokhman (2024) highlights the active involvement of civil society in encouraging accountability in bureaucracy. Non-governmental organizations function as supervisors that contribute to creating transparency and responsiveness. This shows that the governance process cannot be separated from community participation. A systematic review You should consider how the relationship between government and civil society can create a more accountable and responsive atmosphere. Therefore, the role of civil society as a partner in governance is crucial to increase the effectiveness of public bureaucracy.

Finally, a study conducted by Dede Mirza et al. (2023) emphasizes the important role of information technology in improving efficiency in bureaucracy. In terms of governance, the application of information technology is not only related to digitalization, but also about building systems that facilitate better cooperation between the bureaucracy and society. A systematic review can investigate how training for human resources and adequate infrastructure can support the application of information technology, thereby increasing effectiveness in bureaucracies. By understanding the relationship between governance, technology, and public participation, this research can provide an in-depth understanding of ways to improve the effectiveness of public bureaucracy in the digital age.

In conclusion, the study on the function of governance in improving the performance of public bureaucracy shows that the integration of technology, accountability, and civil society participation is an important aspect to produce more effective and responsive public services. The implementation of the Electronic-Based Government System (SPBE) and other technological innovations have been proven to be able to increase the level of transparency and efficiency in the bureaucracy. In addition, the implementation of good accountability practices helps foster public trust in the government. In addition, the proactive involvement of civil society in policy oversight and advocacy strengthens bureaucratic accountability, creating a situation where collaboration between government and society can work well. Therefore, this systematic review emphasizes the importance of a holistic approach in governance that not only focuses on the internal aspects of government, but also includes dynamic interactions between government, technology, and society to achieve the goal of improving the quality of public services.

## DISCUSSION

In the discussion, the author uses theoretical triangulation in conducting discussions in the research. Here are three theories that can be used to support research on the role of governance in improving the effectiveness of public bureaucracy:

### *Theory of New Public Management (NPM)*

It emerged in response to the need to reform the public sector in a more efficient and effective way, especially since the early 1980s (Seno, 2022). NPM adopts management principles that are common in the private sector, with a focus on results and performance. One of the thrusts of the NPM is that governments need to operate more like private enterprises, introduce market mechanisms, and encourage competition in the delivery of public services. This concept has emerged along with criticism of traditional bureaucratic models that are considered slow, unresponsive, and inefficient. With NPM, it is hoped that the public bureaucracy can adapt quickly to changes in people's needs.

One of the important features of NPM is its focus on efficiency and effectiveness in the management of public resources. NPM encourages the use of performance measures to evaluate the results achieved and increase accountability for greater measurability. It is hoped that the government can set clear targets and conduct periodic assessments of their performance. Therefore, NPM emphasizes the importance of results-oriented management, where success is measured not only based on inputs, but also on the outputs and outcomes generated by government policies and programs. (Alamsyah, 2022).

NPM also emphasizes the importance of decentralization and autonomy in the management of public services. In this approach, the central government gives power to local governments or smaller bodies to improve responsiveness to local needs. With decentralization, it is hoped that it can encourage innovation and improve service quality, because decision-makers are closer to the communities they serve. In addition, NPM encourages cooperation between the public and private sectors, by leveraging the skills and efficiencies that the private sector has in the provision of public services through public-private partnerships.

However, the implementation of NPM has also received criticism. Some argue that the emphasis on efficiency can override other important values such as social justice and community welfare. In addition, excessive attention to performance indicators can result in neglect of qualitative aspects that are difficult to measure directly. Critics also emphasize that the commercialization of public services can lead to the prioritization of profits over the interests of the community. Therefore, while NPM provides a different approach in public management, it is important to ensure a balance between efficiency and public values. In the context of research, the theory of New Public Management can be used as a basis for analyzing how better governance practices can improve the effectiveness of public bureaucracy. By applying the principles of NPM, the government can strive to build a more responsive, transparent, and accountable bureaucracy. In addition, the NPM provides direction on how to manage changes in the public bureaucracy, with a focus on tangible results and improving the quality of services for the community. Thus, NPM is not only relevant for bureaucratic reform, but also for understanding the challenges and opportunities in improving the effectiveness of government in the modern era. (Edward et al., 2024).

The New Public Management (NPM) theory is particularly relevant to the studies that have been discussed, as NPM focuses on efficiency, effectiveness, and responsiveness in public services by adopting managerial principles from the private sector. Research by Adilla Septiani et al. (2022) which explains the implementation of the Electronic-Based Government System (SPBE) in Bukittinggi reflects the principles of NPM by emphasizing the use of technology to increase efficiency and transparency. In addition, the research of Viny Elvia et al. (2025) emphasizes the importance of innovation and community engagement, which is in line with the NPM approach that encourages stakeholder participation. The accountability practices discussed in the research of Anugrah Asmarani (2023) and the role of civil society in supervision shown by Dhiya Fahriyyah Maritza and Taufiqurokhman (2024) also reflect the application of NPM principles that emphasize accountability and transparency. Overall, these studies show that the application of NPM theory is able to improve the quality of public services through a more managerial, innovative, and responsive approach to the needs of the community.

### *Theory of Accountability*

Accountability theory is a crucial idea in government management that emphasizes the importance of responsibility and openness in the interaction between the government and citizens. Accountability is related to the government's obligation to provide explanations and account for their actions and decisions to the public. (Hanafie et al., 2019). In the realm of government, accountability is considered a way to ensure that public officials operate according to the needs of the community, and also provide sufficient explanation of the management of public resources. This concept emphasizes how important public trust is in government institutions, which is vital to building legitimacy and stability in government.

One of the important elements in accountability theory is the existence of openness in the decision-making process. Openness provides an opportunity for the public to obtain information related to government policies, budgets, and performance results. With adequate information, the public can assess and monitor government actions, thus encouraging public officials to act ethically and responsibly. In addition, openness also plays a role in reducing the possibility of corruption and abuse of power, because with supervision from the public, public officials will be more careful in making decisions. (Nadila et al., 2021).

Accountability theory encompasses two main types, namely vertical and horizontal accountability. Vertical accountability relates to the interaction between the government and its citizens, where citizens have the right to hold public officials accountable. Elections, grievance systems, and community engagement are examples of vertical accountability. (Kholmi, 2010). Meanwhile, horizontal accountability relates to oversight between government agencies, where institutions such as supervisory bodies, legislatures, and the judiciary monitor each other to ensure that there is no abuse of power and policies are implemented in accordance with existing regulations.

In the realm of public bureaucracy, the application of accountability theory can improve the performance and efficiency of government institutions. With the existence of an accountability system, it is hoped that the public bureaucracy will become more sensitive to the wishes of the community and improve the quality of services provided. In addition, strong accountability can increase public trust in the government, so that it can encourage citizen involvement in the decision-making process and public policy. In this context, accountability acts as a link between the government and the community, building a more harmonious and mutually beneficial relationship.

In this study, the concept of accountability was used to assess how the implementation of good governance practices can strengthen accountability in the public sector. By studying aspects of accountability, researchers have the opportunity to investigate the ways in which government agencies can be designed to be more open and accountable, as well as how communities can be involved in decision-making processes. It provides a robust framework for assessing the effectiveness of government policies and programs, as well as for advising on actions that can be taken to improve accountability in the public sector.



From the perspective of accountability theory, various studies that have been reviewed show that accountability is an important element in improving the performance of public bureaucracy and creating public trust in the government. Research by Anugrah Asmarani (2023) highlights the significance of transparency and accountability practices in bureaucracy, which are fundamental principles of accountability. This is consistent with a focus on effective accountability mechanisms to ensure that the actions and decisions of the bureaucracy can be accountable to the community. In addition, the role of civil society stated by Dhiya Fahriyyah Maritza and Taufiqurokhman (2024) in supervising and encouraging accountability shows how external participation can strengthen government accountability. By involving the public in the oversight process, governments can increase transparency and responsiveness, which ultimately contributes to improved accountability. In addition, the use of information technology raised in the study by Dede Mirza and colleagues (2023) can also increase accountability by facilitating access to public information. Overall, the accountability approach in the context of this study confirms that creating a transparent and responsive system is key to strengthening public trust and improving the effectiveness of government services.

### *Public Participation Theory*

This theory highlights the crucial participation of the community in the decision-making process and the implementation of public policies. This theory states that the direct involvement of citizens not only strengthens the legitimacy of policies, but also improves the quality of decisions taken by the government (Purworini, 2014). In the realm of government, community involvement can include various types of participation, such as dialogue with the public, discussion meetings, and ways to provide feedback that allows citizens to express their views and needs. By involving the community, the government can gain a better understanding of local conditions and existing barriers, so that the resulting policies become more appropriate and efficient.

One of the main foundations of public participation theory is that people have the right to be involved in the decision-making process that impacts their lives. This involvement can strengthen the community's sense of ownership and responsibility for the policies implemented. (Magriasti, 2019) When people feel that their opinions are cared for and valued, they tend to be more active in supporting and contributing to the implementation of the policy. In addition, public involvement can also help find problems that may not be detected by the government, allowing for a better and more information-based decision-making process.

The theory of public participation also emphasizes the importance of openness and responsibility in building an atmosphere that supports participation. To increase public participation, the government must provide clear and easily accessible information about the policies and programs that are being implemented. In addition, it is necessary to create mechanisms that allow feedback and conversations between the government and citizens. When people feel that they have the opportunity to contribute and participate actively, they will be more motivated to be involved in the governance process (Roza & S, 2019).

In the realm of public administration, the application of the concept of community participation can help increase the effectiveness and responsiveness of government services. By adopting methods that involve the community more, the bureaucracy is able to better understand the needs and expectations of citizens, as well as adjust the policies and services provided. Research shows that when communities play a role in the planning and implementation process, the results obtained are often more satisfying and of high quality. Therefore, community participation is not only a democratic demand, but also an efficient way to achieve sustainable development goals.

In studies, the concept of community participation can be used to analyze how inclusive governance practices contribute to improving the effectiveness of public administration. By exploring the various ways of participation, researchers can identify methods in which governments can more actively involve communities in the decision-making process. This concept provides valuable insights into how to build better relationships between government and citizens and how to improve the quality and legitimacy of public policy through active community engagement.

From the perspective of public participation theory, various studies that have been reviewed reveal that individual involvement in decision-making and oversight of the bureaucracy is a key element in improving the quality of public services. The study by Dhiya Fahriyyah Maritza and Taufiqurokhman (2024) in particular emphasizes the active role of civil society in conducting oversight and encouraging government accountability, which represents the core principle of public participation theory. The involvement of non-governmental organizations such as WALHI and PEKKA in promoting bureaucratic transparency and responsiveness demonstrates that the public has the ability to contribute to policy oversight and advocacy. In addition, the research of Viny Elvia and colleagues (2025) highlights the importance of innovation and technology in building platforms that allow for the direct participation of the community in public services. Thus, the application of information technology and SPBE, as explained by Adilla Septiani and team (2022), not only serves to increase efficiency, but also provides opportunities for the community to actively participate. Overall, public participation theory underscores that improving the quality of government services cannot be realized without involving the community in the decision-making process, which in turn creates a government that is more responsive and accountable to the needs of citizens.

Based on this explanation, the application of triangulation theory in research on the role of governance in improving public bureaucratic performance is very relevant, as it provides a comprehensive framework to analyze the complexity of interactions between government, society, and managerial practices. By combining New Public Management (NPM) theory, accountability theory, and community participation theory, the study was able to investigate a wide range of factors that affect bureaucratic performance. Each theory provides a different but complementary perspective; NPM emphasizes the importance of efficiency and effectiveness, accountability emphasizes the need for transparency and accountability, while public participation encourages community involvement in the decision-making process.

The application of this triangulation theory provides researchers with the opportunity to understand more deeply how good management practices can affect the quality of public services. For example, the application of NPM principles in relation to accountability and community participation shows that bureaucratic efficiency is measured not only by the results obtained, but also by the level of public trust and their participation in the governance process. With this approach, this research can identify elements that support or hinder the effectiveness of bureaucracy in a broader context, so that it can provide more relevant recommendations for policy improvement.

In addition, theoretical triangulation also strengthens the validity of research findings by looking at the results from various perspectives. When the theories contribute to each other, it shows alignment in research results and provides more convincing evidence of the importance of integration between efficiency, accountability, and participation in improving the effectiveness of public bureaucracy. Therefore, the use of triangulation theory in this study is not only accepted but also a very effective method for understanding the dynamics of governance in a complex modern context.

## **CONCLUSION**

The conclusions of this study show that the governance function in improving the efficiency of government bureaucracy is crucial and complex, involving the relationship between authority, society, and managerial practices. The review was conducted systematically identifying key challenges in the public bureaucracy, such as the lack of transparency, accountability, and public participation, which could be addressed by applying the principles of the New Public Management (NPM) theory, accountability theory, and community participation theory. The application of information technology and Electronic-Based Government Systems (SPBE) is expected to increase efficiency and openness, while good accountability practices can build public trust in the government.

In addition, active community involvement in supervision and policy enforcement can strengthen bureaucratic responsibility, as well as create conditions that are more in line with community needs. The combination of efficiency, accountability, and citizen participation is a crucial factor in creating quality public services and increasing public trust in the government. This research emphasizes the importance of

a comprehensive approach in management that not only focuses on the internal aspects of governance, but also involves active interaction between government, technology, and society to achieve sustainable development goals.

## RECOMMENDATION FOR DEVELOPMENTS

Here are some development suggestions to improve the effectiveness of public bureaucracy through governance roles:

1. Increasing transparency and accountability so that Governments should design more open mechanisms in the decision-making process and policy implementation. This can be achieved by providing better access to public information, including budgets, policies, and deliverables. In addition, there needs to be a clear reporting system so that public officials can explain their actions to the public.
2. Strengthening community participation with stimulating community participation in the decision-making process through discussion forums, surveys, and feedback mechanisms. The government must create opportunities for the public to express their opinions and needs, so that the resulting policies become more relevant and effective.
3. Application of information technology with investing in adequate information technology infrastructure to support Electronic-Based Government Systems (SPBE) and other digital applications. Training for employees and the public about information technology is also very important so that all parties can use technology as well as possible.
4. Policy and regulatory reform to revise regulations that hinder public participation and transparency, such as the Mass Organization Act. Policies that support freedom of organization and civil society advocacy need to be strengthened to create a more inclusive environment.
5. Human resource capacity development to provide training and skill development for civil servants to improve their ability to serve the community and adapt to change. This includes training in project management, communication, and the use of information technology.
6. Interagency cooperation that encourages better cooperation between various government agencies to reduce fragmentation in policy implementation. The formation of cross-sectoral teams can help in formulating policies that are more integrated and responsive to the needs of the community.
7. Supervision and evaluation with establish an effective monitoring and evaluation system to assess bureaucratic performance and the impact of public policies. The results of the evaluation must be used to make continuous improvements in governance and public service practices.

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