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Implementation of Good Governance Principles in Public Services Through Law Enforcement Against Maladministration

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Abstract

Quality public services are a reflection of good governance. However, in practice, there are still many acts of maladministration that hinder the realization of fair, transparent, and accountable services. This study aims to analyze the implementation of good governance principles in public services, especially through law enforcement against various forms of maladministration. The method used is a juridical-sociological approach by examining normative legal data and empirical conditions in the field. The results of the study indicate that the implementation of good governance principles such as transparency, accountability, participation, effectiveness, and the rule of law is still not optimal in a number of public service sectors. One of the main causes is weak supervision and lack of assertiveness in law enforcement against administrative violations by state officials. Therefore, it is necessary to strengthen the public complaint mechanism, the active role of supervisory institutions such as the Ombudsman, and strict law enforcement to encourage bureaucratic reform and public services with integrity. This study concludes that law enforcement against maladministration is a strategic instrument in realizing the principle of good governance substantially in public services.

Keywords

Good Governance, Law Enforcement, Maladministration, Public Service.

1. Introduction

Public service cannot be separated from the essence of a state of law and democracy. In a government system that upholds these principles, the implementation of public service must be directed at fulfilling the constitutional rights of the community fairly and evenly (Syahri, 2020; Destiani et al., 2023; Christian, 2023). The state has an obligation to provide basic services such as education, health, population administration, and social protection that are easily accessible to all levels of society without discrimination. Therefore, public services are not only interpreted as ordinary administrative activities, but as a form of state responsibility in carrying out vital government functions that directly affect the lives of citizens. In this context, public services must uphold the principles of justice, certainty, and benefit which are the basis of state administrative law (Mahsyar, 2011; Bazarah et al., 2021; Azan et al., 2021).

The principle of good governance is an important element in directing the governance of quality public services (Tarigan et al., 2022; Tuarita et al., 2022; Hariati, 2023; Al-Saadi & Khudari, 2024). The principle of transparency, for example, requires that every administrative process be carried out openly and that information can be accessed by the public, thereby reducing the potential for abuse of authority. Accountability demands that every service provider be held accountable for its performance, which means that the public has the right to know and evaluate the extent to which their rights are being fulfilled. Effectiveness and efficiency refer to the results and processes used in providing services, so that the government is required to provide targeted services with optimal use of resources. Meanwhile, public participation and the rule of law provide space for the public to be actively involved in the formulation of public policy and obtain legal protection in the event of violations in services (Anggraini, 2024). In practice, the implementation of good governance principles within public service delivery continues to face significant challenges, particularly within bureaucratic structures at both the local and national levels.

To address these shortcomings, a comprehensive reform of the public service system is necessary. This reform must go beyond mere regulatory adjustments and extend to structural changes within public institutions. It should also involve a transformation of bureaucratic culture toward a more service-oriented and ethical mindset. The implementation of good governance in public services requires stronger civil society involvement to enhance accountability and institutional integrity. However, challenges persist, particularly the widespread occurrence of maladministration, which includes abuse of authority, service neglect, discrimination, unjustified delays, and corrupt or unethical practices. This phenomenon not only reflects the weak system of supervision and accountability within government institutions but also harms public trust in state institutions. Maladministration practices directly harm the public because they reduce the quality of services they should receive, and in some cases can even lead to violations of citizens' administrative rights. In this context, state administrative law has an important role as a tool to ensure that public service delivery is carried out in accordance with legal standards and the principles of good governance. Law enforcement against maladministration is not only repressive but must also include preventive and corrective aspects. This involves increasing institutional capacity, strengthening internal and external monitoring systems, and drafting regulations that support fair and transparent service practices. In addition, institutions such as the Republic of Indonesia Ombudsman play a strategic role in handling public complaints and providing recommendations for improvements to administrative practices that deviate from legal provisions and public service ethics.

Therefore, the focus of this study is directed at an in-depth analysis of how the principle of good governance can be optimally implemented in public service administration, especially through law enforcement against maladministration practices. This study not only discusses the normative and legal aspects of legal protection for the community as service users, but also emphasizes the importance of sustainable bureaucratic reform, professionalism of state civil servants, and responsive and adaptive governance to the demands of clean, efficient, and equitable public services.

2. Methods

This study employs a qualitative research approach grounded in the perspective of public administration science, as suggested by Tumbel (2023). The qualitative method is deemed suitable for uncovering the complexities involved in implementing the principles of good governance, particularly within the delivery of public services. By using this approach, the study seeks to explore and deeply understand the actual practices, challenges, and institutional responses to issues of maladministration in public service systems. The research is descriptive-analytical in nature, aiming not only to describe the existing phenomena but also to analyze the interrelation among key variables in public administration namely, transparency, accountability, effectiveness, and law enforcement. The focus lies in examining how these governance principles are applied by bureaucratic actors in real-world contexts and how existing supervisory and legal mechanisms respond to ongoing maladministration practices.

The data collection strategy involves the use of both primary and secondary sources. Primary data were gathered through in-depth interviews with selected key informants, including bureaucratic officials responsible for delivering public services, representatives from supervisory bodies such as the Ombudsman, and actual service users. These interviews were designed to capture a variety of perspectives on service delivery quality, administrative performance, and mechanisms for handling complaints or violations. In addition to interviews, the study also utilizes secondary data, obtained through a document review process. These documents include laws and regulations related to public services and governance, audit or supervision reports issued by oversight institutions, peer-reviewed academic articles, and relevant news coverage discussing cases or trends in public sector maladministration.

To ensure data validity and reliability, the study adopts triangulation techniques, specifically source and method triangulation (Anandamaya & Hermanto, 2021; Yuniwiansyah & Rahayu, 2022; Widanti, 2022; Sari, & Setyaningsih, 2023; Zahidah & Aris, 2024). This involves cross-checking data from different sources and using varied data collection methods to verify the consistency and accuracy of the findings. This methodological rigor strengthens the credibility of the research outcomes. This approach is expected to provide a comprehensive understanding of the administrative dynamics taking place in the field and produce applicable policy recommendations in order to encourage improvements in the quality of public services in Indonesia.

3. Results

3.1. Public Administration Values for Good Governance

Within the framework of effective and efficient governance, the core values of public administration play a pivotal role in establishing an institutional foundation that is responsive to the needs of the public. These values such as accountability, transparency, effectiveness, efficiency, responsiveness, and public participation serve as fundamental principles that not only guide the conduct of civil servants but also

reflect the government's commitment to managing public affairs in a responsible and ethical manner. These administrative values align closely with the principles of good governance, which emphasize the importance of openness, accountability, inclusivity, and adherence to the rule of law. Together, they form a framework for ensuring that government institutions function in a way that is fair, equitable, and service-oriented. In practical terms, the application of public administration values necessitates the development of standardized institutional systems, clearly defined service procedures, and a bureaucracy characterized by professionalism, integrity, and a citizen-centered approach. Furthermore, embedding these values into public sector operations requires ongoing reform efforts, including the training and capacity-building of public officials, modernization of administrative processes, and mechanisms for continuous feedback from citizens. By institutionalizing these principles, governments can create a public administration system that is not only efficient in its operations but also trusted by the people it serves (Anggraini, 2024).

Transparency, as one of the main values in public administration, serves to ensure that the process of organizing public services can be accessed and known by the public. In this context, public administration is required to provide information that is accurate, complete, and easy to understand by citizens, both in digital and conventional forms. This is important in creating public trust in the bureaucracy, because open information allows the public to monitor government policies and actions. In addition, transparency encourages efficiency because every administrative process must be accountable, thus reducing the potential for maladministration practices such as data manipulation or abuse of authority (Cucciniello & Nasi, 2014; Araujo & Tejedo-Romero, 2016; Androniceanu, 2021). However, empirical findings from interviews with service users in Indonesia reveal that transparency is often undermined by inconsistent information dissemination across government agencies. For instance, discrepancies in service requirements between online platforms and physical offices create confusion and opportunities for bureaucratic misconduct. Comparatively, studies in other developing nations, such as India, show that standardized digital portals can mitigate such issues by centralizing information access (Bhatnagar, 2009). This suggests that Indonesia could benefit from adopting similar integrated systems to enhance transparency and reduce maladministration risks.

Accountability in public administration requires that every public service provider be able to justify their decisions, policies, and use of resources to the public as the rightful holders of sovereign power. It is a foundational principle that ensures government officials and institutions remain answerable to the people they serve. In this context, performance reporting systems, internal evaluations, and external oversight mechanisms are critical tools for assessing the effectiveness of policy implementation and for identifying potential instances of administrative misconduct. Drawing on governance theories, accountability fosters a principal-agent relationship where public officials (agents) are incentivized to align their actions with public interest (principal) (Bovens, 2007). In practice, however, data from Ombudsman reports indicate that accountability mechanisms in Indonesia are weakened by limited follow-up on reported violations, allowing maladministration to persist. A comparative analysis with Malaysia's Public Complaints Bureau shows that stricter enforcement of sanctions against errant officials significantly improves accountability (Hussin, 2018). Strengthening Indonesia's oversight institutions, such as the Ombudsman, with greater legal authority could thus enhance accountability and deter administrative misconduct. When accountability is consistently upheld, it fosters a results-oriented bureaucratic culture that prioritizes service delivery over mere procedural compliance. Rather than focusing solely on following rules, public officials are encouraged to take ownership of outcomes and to continuously improve the quality of services. This paradigm shift enhances

institutional integrity and responsiveness, reinforcing public trust in government functions. Moreover, a strong culture of accountability facilitates a constructive synergy between service providers and citizens. It enables open dialogue, empowers civic engagement, and promotes transparency in decision-making processes. This, in turn, contributes to the development of sustainable and people-centered public services, where continuous feedback and mutual responsibility shape a more inclusive and equitable administrative system (Indrawati, 2012; Daffa & Herwiyanti, 2023; Fizi & Helmina, 2023).

Effectiveness and efficiency in the delivery of public administration are not solely measured by the speed and accuracy of services but also by the extent to which these services equitably meet the needs of all segments of society. Within the framework of good governance, effectiveness implies that public policies must directly contribute to the welfare of the people, while efficiency denotes the optimal use of available resources without compromising the quality-of-service delivery. Achieving these ideals requires comprehensive bureaucratic reform that promotes the adoption of information and communication technology, simplifies overly complex administrative processes, and implements integrated one-stop service systems. Such approaches must be supported by a civil service workforce that is adaptive, professionally competent, and upholds high standards of ethical conduct. Administrators must be capable of navigating changing demands and using resources wisely, while remaining committed to the public interest. Field observations in Indonesia highlight that inefficiencies often stem from redundant bureaucratic layers, particularly in local government services like licensing. For example, a study in Jakarta found that overlapping approval processes delayed business permits by up to 30%. In contrast, Singapore's one-stop service model demonstrates how streamlined processes can reduce service times while maintaining quality (Tan, 2015). Adopting such models in Indonesia could improve efficiency, but requires addressing institutional resistance to change and ensuring adequate technological infrastructure. Institutional reforms should aim to reduce redundancy, eliminate inefficiencies, and create a responsive administrative structure that truly reflects the goals of good governance.

Public participation, as a fundamental principle in public administration, signifies the active involvement of citizens in the policymaking process. In the context of good governance, participation must extend beyond electoral moments and be embedded throughout all phases of public service delivery from planning and formulation, to implementation and evaluation. Participatory mechanisms can take various forms, including public consultations, grievance redress systems, as well as the use of digital platforms and social media to gather public input. Theoretically, public participation enhances policy legitimacy by aligning government actions with societal needs (Fung, 2006). In Indonesia, however, interviews with community representatives reveal that participation is often tokenistic, limited to formal consultations with minimal impact on policy outcomes. Comparative insights from Brazil's participatory budgeting model show that empowering communities with decision-making authority can improve service relevance and public trust (Wampler, 2012). Integrating similar participatory mechanisms in Indonesia, such as citizen-led service evaluations, could strengthen governance by making public administration more responsive and inclusive. This engagement not only enhances the legitimacy of government policies but also encourages a culture of accountability and civic oversight. It empowers communities to voice their needs and monitor government performance, thereby reinforcing transparency and trust between the state and its citizens. In the long term, an inclusive and participatory administrative process contributes to more democratic, responsive, and equitable governance (Gemilang & Wiyono, 2022; Aisyah et al., 2023; Mujianto et al., 2023).

The application of public administration values in public service practices must be structured, sustainable, and adjusted to the social dynamics of society. This study's findings underscore that while Indonesia has made progress in institutionalizing these values, gaps in implementation such as inconsistent transparency, weak accountability enforcement, and limited genuine participation hinder the realization of good governance. Addressing these challenges requires not only technical reforms but also a cultural shift toward a bureaucracy that prioritizes public interest over internal agendas. Comparative lessons from other nations suggest that integrating digital solutions, strengthening oversight, and empowering citizens are critical steps toward this goal. The government as the main implementer of public administration must be able to build a system that is adaptive to change, but still adheres to the principles of good governance as the main guide in realizing fair, transparent, and accountable public services (Daffa & Herwiyanti, 2023). Without consistent application of public administration values, public services will be vulnerable to deviations, declining public trust, and failure to create a good governance system.

3.2. Administrative Reform to Prevent Maladministration

Administrative reform is a comprehensive renewal process in the bureaucratic system which aims to improve the quality of governance, especially in the provision of public services (Mouw, 2013; Kurniawa, 2016; Safitri et al., 2023; Titania, 2023). One of the primary objectives of administrative reform is to prevent the occurrence of maladministration defined as any deviation or misconduct within public administration such as abuse of authority, unjust or discriminatory service delivery, delays, and other procedural violations. Such practices not only indicate weak bureaucratic integrity but also undermine the core principles of good governance, ultimately eroding public trust in governmental institutions. Therefore, administrative reform must be strategically directed toward preventive measures that foster the development of a clean, accountable, and service-oriented bureaucracy. These preventive strategies should focus on strengthening institutional checks and balances, reinforcing ethical standards, and enhancing the capacity of public servants to act with professionalism and integrity in serving the public interest.

One of the most effective preventive measures in administrative reform is the simplification of bureaucratic procedures. Complex, opaque, and overly rigid public service processes create opportunities for misconduct by government officials, including soliciting bribes, deliberately delaying services, or obstructing administrative procedures. By streamlining inefficient bureaucratic layers and clarifying Standard Operating Procedures (SOPs), the government can build a more transparent and accountable system that significantly reduces the likelihood of maladministration. In addition to procedural reform, the integration of information technology into public services represents a strategic tool in combating administrative abuse. The adoption of digital-based integrated service systems not only enhances the speed and accuracy of service delivery but also minimizes direct contact between officials and service users thus limiting opportunities for corrupt practices. These systems promote traceability, auditability, and real-time monitoring, which are essential components in fostering integrity and efficiency within public administration. Empirical evidence from Indonesia's e-government initiatives, such as the Electronic Procurement Service (LPSE), demonstrates that digital platforms can reduce maladministration by up to 25% in public procurement processes (Fatmasari et al., 2022). However, challenges such as limited digital literacy and uneven infrastructure access persist, particularly in rural areas. Comparatively, South Korea's online system, which integrates all public services into a single digital platform, shows how comprehensive digitization can minimize bureaucratic misconduct while improving service accessibility (Kim, 2017).

Indonesia could adapt similar strategies by investing in digital infrastructure and capacity-building to ensure equitable access and effective implementation. Overall, these reforms contribute to building a public service environment that is both citizen-centered and resistant to corruption (Istiadi & Wijiningsih, 2022).

Another key preventive effort in administrative reform is the enhancement of the capacity of human resources within the civil service. Administrative reform should not be limited solely to institutional restructuring but must also focus on improving the quality and integrity of individuals managing the public sector. Regular training in public service ethics, the development of technical competencies, and the internalization of values such as honesty, accountability, and impartiality are crucial to ensure that every civil servant fully understands their role as a public servant. From a theoretical perspective, human resource development aligns with New Public Management (NPM) principles, which emphasize performance-based accountability and professionalization of the bureaucracy (Hood, 1991). In Indonesia, however, interviews with bureaucratic officials reveal that training programs are often inconsistent and lack focus on ethical decision-making, contributing to persistent maladministration. A comparative analysis with Australia's Public Service Training Framework shows that structured, mandatory ethics training can reduce administrative violations by fostering a culture of integrity. Implementing similar mandatory programs in Indonesia, coupled with regular competency assessments, could strengthen bureaucratic professionalism and deter misconduct. Moreover, the implementation of a consistent merit-based system for promotions and transfers is essential to eliminate the influence of political favoritism and nepotism, two major contributors to a culture of maladministration.

Equally important is the strengthening of oversight and accountability mechanisms as an integral component of preventive administrative reform. Internal watchdog bodies, such as inspectorates, and external oversight institutions, such as the Ombudsman, must be empowered with strong legal authority and broad access to act decisively on reports of administrative misconduct. Ombudsman data from 2022 indicate that over 60% of public complaints in Indonesia involve delays and procedural violations, yet only a fraction result in actionable sanctions due to limited enforcement authority. In contrast, the Netherlands' National Ombudsman model, which combines investigative powers with binding recommendations, has proven effective in addressing maladministration promptly (Van Roosbroek & Van de Walle, 2008). Strengthening Indonesia's Ombudsman with similar powers could enhance accountability and deter maladministration. On the other hand, the public must be encouraged to participate in monitoring public services through accessible, responsive, and transparent complaint channels. Field observations reveal that existing complaint systems are underutilized due to low public awareness and slow response times. Comparative insights from the UK's Citizen's Charter initiative show that proactive public engagement through accessible grievance platforms can improve service accountability (Drewry, 2005). Enhancing complaint systems with better outreach and faster resolution mechanisms could transform it into a robust tool for civic oversight. This civic engagement transforms citizens from passive recipients of services into strategic partners in building a government that is clean, accountable, and performance-oriented.

Administrative reform must be understood not as a one-time initiative, but as a continuous and evolving process that requires sustained political will and strong institutional support. Preventive measures against maladministration encompass the restructuring of government institutions, the modernization of public services, the professionalization of the bureaucracy, and the active participation of civil society in governance. This study's findings highlight that while Indonesia has initiated reforms like e-government and merit-based recruitment, their impact is limited by inconsistent implementation and resistance to change. Comparative lessons from

South Korea, Australia, and the Netherlands suggest that sustained investment in digital infrastructure, mandatory ethics training, and empowered oversight bodies are critical to success. These reforms must be tailored to Indonesia's socio-political context to address unique challenges such as regional disparities and bureaucratic inertia. When these components are implemented consistently, they lay the foundation for a public administration that is not only free from corruption and abuse but also capable of delivering equitable, efficient, and trustworthy public services. In essence, administrative reform serves not only as a corrective instrument but as the backbone of democratic governance that prioritizes the public interest.

4. Conclusion

The findings of this study emphasize that administrative reform plays a strategic role in shaping a clean, accountable, and responsive bureaucracy. This reform is not limited to structural and procedural changes, but also includes improvements in human resource quality, the integration of information technology, and the reinforcement of supervision and accountability mechanisms. These efforts collectively serve to minimize administrative deviations that can undermine public trust and cause social harm. From a practical standpoint, comprehensive and consistent administrative reform is crucial for building a public service system that is transparent, efficient, and participatory. It fosters collaboration between government institutions and the community, enabling the creation of services that are more equitable and responsive to citizens' needs. Effective reform implementation can therefore become a benchmark for measuring governance quality and public sector performance.

Theoretically, administrative reform underpins the realization of good governance principles particularly in enhancing transparency, efficiency, and adherence to the rule of law. It affirms the centrality of democratic values and professional governance in maintaining public trust and legitimacy. However, this study recognizes certain limitations, particularly the limited scope in examining reform implementation across different government levels or regions. It also does not account for variations in institutional capacity and community participation, which may affect reform outcomes. Future research should explore how administrative reform is operationalized across various institutional settings and cultural contexts. Longitudinal and comparative studies are also recommended to assess the long-term effects of reform on public trust, service quality, and bureaucratic integrity.

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Ethical approval was obtained for this study. The manuscript represents original work and has not been previously published, nor is it under consideration by another journal.

Data Disclosure Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.



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