Optimizing Public Services Through Reforming State Apparatus Resources: A Public Policy Analysis

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Abstract

This research aims to answer the main question about how optimization of public services can be achieved through resource reform of the state apparatus. This research was carried out over six months, from January to June 2024, with data collection through documentation studies, in-depth interviews, surveys, and participant observation. Data were analyzed using qualitative analysis techniques with the help of NVivo software. The research results show that although the government's policy on reforming state apparatus resources is theoretically excellent and constructive, implementation in the field often needs to be revised. The main obstacles are low professionalism, integrity, work ethics, and lack of responsibility for public needs. To overcome these obstacles, this research recommends increasing training and capacity development, strengthening codes of ethics, using information technology, and improving a more adaptive and innovative work culture. Implementing these suggestions can increase efficiency, transparency, and accountability in Indonesia's public services, meet public expectations, and create a more effective government.

Keyword*s: Optimizing public services; Bureaucratic reform; State apparatus resources; Professionalism; Integrity*

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Abstrak

Penelitian ini bertujuan untuk menjawab pertanyaan utama tentang bagaimana optimalisasi pelayanan publik dapat dicapai melalui reformasi sumber daya aparatur negara. Penelitian ini dilaksanakan selama periode enam bulan, dari Januari hingga Juni 2024, dengan mengumpulkan data melalui studi dokumentasi, wawancara mendalam, survei, dan observasi partisipatif. Data dianalisis menggunakan teknik analisis kualitatif dengan bantuan perangkat lunak NVivo. Hasil penelitian menunjukkan bahwa meskipun kebijakan pemerintah tentang reformasi sumber daya aparatur negara secara teori sangat baik dan membangun, implementasi di lapangan sering kali tidak berjalan sebagaimana mestinya. Kendala utama yang dihadapi meliputi kurangnya profesionalisme, rendahnya integritas dan etika kerja, serta kurangnya responsivitas terhadap kebutuhan publik. Untuk mengatasi kendala-kendala tersebut, penelitian ini merekomendasikan peningkatan pelatihan dan pengembangan kapasitas, penguatan kode etik, penggunaan teknologi informasi, serta peningkatan budaya kerja yang lebih adaptif dan inovatif. Implementasi saran-saran ini diharapkan dapat meningkatkan efisiensi, transparansi, dan akuntabilitas dalam pelayanan publik di Indonesia, sehingga dapat memenuhi harapan masyarakat dan menciptakan pemerintahan yang lebih efektif.

Kata kunci: Optimalisasi pelayanan publik; Reformasi birokrasi; Sumber daya aparatur negara,; Profesionalisme; Integritas

INTRODUCTION

Effective and efficient public services are the main pillars of national development. In Indonesia, optimizing public services is very important to create good governance and be responsive to the community's needs. However, various problems such as convoluted bureaucracy, lack of apparatus competence, and lack of transparency in the service process are still the main challenges. Therefore, Reform of state apparatus resources is the key to overcoming these problems and improving the quality of public services.

The main issue in this study is how optimization of public services can be achieved through the Reform of state apparatus resources. To answer this question, this research will explore several sub-questions: What are the main obstacles in implementing the current state apparatus resource reform? What are effective strategies and policies to overcome these obstacles? Moreover, what is the impact of state apparatus resource reform on the quality of public services? A comprehensive and implementable solution can be found by answering these questions.

This research offers novelty in the approach of public policy analysis related to state apparatus resource reform by introducing an integrative model that combines information technology, apparatus capacity building, and public participation as the main pillars. In addition, this research also presents case studies from several countries that have successfully implemented apparatus reform to provide comparative perspectives and lessons learned. This approach is expected to provide a new view that is more holistic and applicable in the Indonesian context. The main objective of this research is to identify and analyze effective strategies for reforming state apparatus resources that can optimize public services. Specifically, this research aims to (1) Identify key constraints and challenges in the implementation of state apparatus resource reform, (2) Develop policy recommendations that can be implemented to overcome these constraints, and (3) Assess the potential impact of Reform on the quality of public services. Thus, this research is expected to contribute meaningfully to improving the quality of public services in Indonesia.

The benefits of this research are expected to contribute to the academic field and provide practical guidance for policymakers and practitioners. The resulting recommendations are expected to create a more professional, transparent, and accountable state apparatus that serves the community. Ultimately, optimizing public services through the Reform of state apparatus resources is expected to increase public trust in the government and encourage the creation of better and sustainable governance.

LITERATURE REVIEW
Optimization of Public Services

Optimization of public services is the main focus of various public policy studies to improve the efficiency, effectiveness, and responsiveness of services provided to the community. According to (Weiss, 2024), In *"Reinventing Government*," managerial innovation and the New Public Management (NPM) approach are crucial in improving public sector performance. This concept emphasizes using private sector management practices, such as results orientation, cost efficiency, and responsiveness to customer needs, to improve public services. In addition,

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(Hersey, 2022) emphasizes the importance of transparency, accountability, and results orientation as key elements in bureaucratic Reform.

Treiber (2023), in "Public Management Reform: A Comparative Analysis," presents a comparative analysis of public management reforms in Europe and the United States, showing that the success of reforms depends largely on the local context and the ability to adapt strategies to specific needs. In Indonesia (Governance, 2008), in "Realising Good Governance Through Public Services," it was identified that the optimization of public services is often hampered by a rigid bureaucratic culture and resistance to change, thus requiring a more adaptive and contextual approach.

Since the reform era in Indonesia, various initiatives have been launched to improve efficiency, transparency, and accountability in public service delivery. One example is the Bureaucratic Reform program initiated by the Ministry of Administrative Reform and Bureaucratic Reform (KemenPAN-RB). This program covers various aspects, from improving the performance management system and simplifying bureaucratic procedures to improving the quality of human resources of the state apparatus. In the context of the principal-agent theory, the Indonesian government, as the principal, tries to reduce the problem of asymmetric information and conflict of interest through various supervision mechanisms and by providing incentives to the state apparatus as agents. For example, implementing e-government systems in various government institutions aims to increase transparency and accountability in public services.

State Apparatus Resource Reform

The Reform of state apparatus resources has become a major focus in the public policy literature, especially in efforts to improve the quality of public services. In his book "Reinventing Government," (Wedhayanti, 2023) emphasized the importance of managerial innovation to improve the efficiency and responsiveness of public services. The New Public Management (NPM) approach they propose encourages using private sector practices in public sector management to achieve better performance. (Ali & Haliah, 2021) It also underlines the importance of transparency, accountability, and results orientation in bureaucratic Reform as key measures to achieve optimal public service delivery. Previous studies have evaluated state apparatus reform in various contexts. Pollitt (Rohman & Kurniawan, 2023), in "*Public Management Reform: A Comparative Analysis*," presents a comparative analysis of public management reforms in Europe and the United States, showing that the success of reforms depends largely on the local context and the ability to adapt strategies to specific needs. In Indonesia,(Andreastuti et al., 2006) in "Realising Good Governance Through Public Services" identified that reforms are often hampered by rigid bureaucratic culture and resistance to change, which requires a more adaptive and contextual approach.

International case studies show that many countries have successfully implemented public service reforms through various approaches. For example, public sector reforms in New Zealand in the 1980s that focused on decentralization and performance management successfully improved the efficiency and accountability of the public sector, as shown by Seno (2022). In South Korea, reforms in the 2000s involving the widespread use of information technology have improved the transparency and responsiveness of public services, as shown by Firdaus &

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Furqon (2021). The experiences of these countries provide valuable lessons that can be adapted to the Indonesian context.

Good governance is also important in the context of state apparatus reform. According to Fauzi et al. (2024), *Good governance* includes participation, rule of law, transparency, responsiveness, consensus, fairness, effectiveness, efficiency, and accountability. Applying these principles aims to increase public trust in government and ensure public services are organized fairly and efficiently. This research will explore how the principles of good governance can be integrated into the Reform of state apparatus resources in Indonesia.

In addition, the role of information and communication technology (ICT) in public service reform must be addressed. A study by Lubis et al. (2023) shows that e-government or the use of ICT in public administration can reduce bureaucracy, improve access to information, and facilitate interaction between government and citizens. Countries such as Estonia and Singapore that have successfully implemented digital reforms provide examples of how technology can improve the efficiency and transparency of public services. This research will explore the potential use of ICT in the context of state apparatus reform in Indonesia.

The capacity development of the state apparatus is a key component of public service reform. Alfajri and Batubara (2024) state that capacity-building efforts include training and competency development, reforming the human resource management system, and improving employee welfare. Maulana (2023) emphasizes that effective capacity development can improve the performance of the state apparatus and, in turn, the quality of public services. This research will examine capacity development strategies that can be applied to improve the competence and performance of the state apparatus in Indonesia.

RESEARCH METHODS

This research was conducted over six months, from January to June 2024. Data were collected through various techniques, including documentation studies, in-depth interviews, surveys, and participant observation. Documentation studies were conducted to collect secondary data from official documents, government reports, academic journals, and publications related to bureaucratic Reform and public services. In-depth interviews were conducted with government officials, state apparatus, and public policy experts to gain in-depth perspectives on implementing reforms, challenges, and strategies to overcome obstacles. The participatory observation was conducted to directly observe the public service process in several government agencies that were the objects of the research (Pranata & Sinaga, 2023).

This approach allows researchers to obtain comprehensive and holistic data. The data obtained were analyzed using qualitative analysis techniques. Data from in-depth interviews and observations were analyzed using NVivo, a qualitative data analysis software. NVivo helps organize, manage, and analyze qualitative data more efficiently (Novirsari & Ponten Pranata, 2021). Thematic analysis techniques were used in NVivo, which included data transcription, coding, theme grouping, and interpretation to identify key patterns, themes, and discourses related to state apparatus resource reform.

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RESULTS AND DISCUSSION

Government policy

The Indonesian government has implemented various policies to reform and improve the quality of state apparatus resources in order to realize more efficient, transparent, and accountable public services. Bureaucratic Reform has become one of the main agendas carried out since the reform era, with the main goal of changing the bureaucratic work culture and improving the performance of state apparatus. Bureaucratic Reform officially began in 2008 with the issuance of Presidential Regulation Number 81 of 2010 concerning the Grand Design of Bureaucratic Reform 2010-2025 (Hartati, 2020). This policy covers eight areas of change: organization, governance, legislation, human resources of civil servants, supervision, accountability, public services, and mindset and work culture. Each ministry, institution, and local government must prepare a bureaucratic reform action plan based on this guide.

The merit system in human resource management of state apparatus is regulated in Law Number 5 of 2014 concerning State Civil Apparatus (ASN) (Indonesia, 2014). The merit system emphasizes the principles of professionalism, qualifications, and competence in the appointment, placement, and promotion of state apparatus. The State Civil Service Agency (BKN) plays an important role in overseeing this system's implementation, aiming to ensure that every civil servant (PNS) is selected based on merit and has the appropriate competence for the position. Thus, this system aims to create a competent and professional state apparatus in carrying out its duties.

Through the Ministry of State Apparatus Empowerment and Bureaucratic Reform (KemenPAN-RB) and the State Administration Institute (LAN), the government strives to improve the quality and capacity of state apparatus. Programs such as National Leadership Training, Substantive Technical Training, and various competency development courses equip state apparatus with relevant knowledge and skills. In addition, an e-learning system has been implemented to facilitate wider and more flexible access to training, allowing state apparatuses to continue to improve their competencies sustainably.

Quoted from the www.bkn.go.id page, the number of State Civil Apparatus (ASN) in Indonesia in the first semester of 2023 reached 4.28 million people, with the majority consisting of Civil Servants (PNS) as many as 3.79 million people (89% of the total ASN) and Government Employees with Work Agreements (PPPK) as many as 487.12 thousand people (11%)

Figure 1. State Civil Apparatus
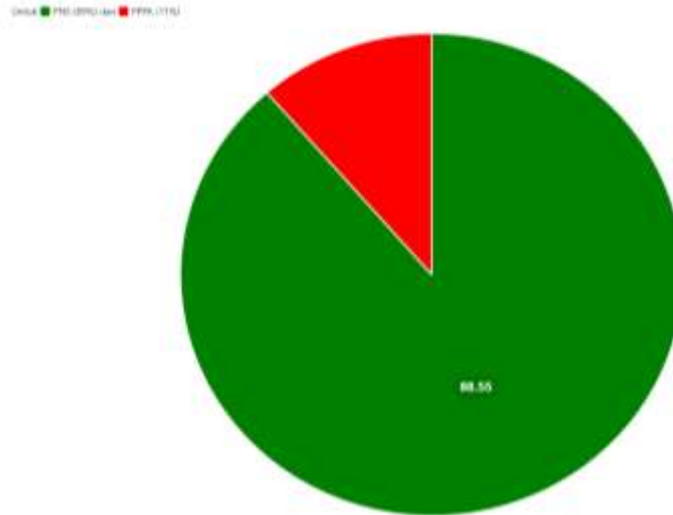
Source: www.bkn.go.id

The distribution of ASN based on education level shows that the majority are bachelor's graduates, which is 3.05 million people (71%). Furthermore, ASN with diploma education numbered 639.3 thousand people (15%), and ASN with elementary to high school education numbered 587.26 thousand people (14%) (State Civil Service Agency (BKN RI)) (One ASN Data) (BKN, 2023). This information reflects that the government is focused on improving the quality of human resources by paying attention to a strong educational background for ASN to support the effectiveness and efficiency of public services in Indonesia.

Figure 1. Distribution of ASN based on education level
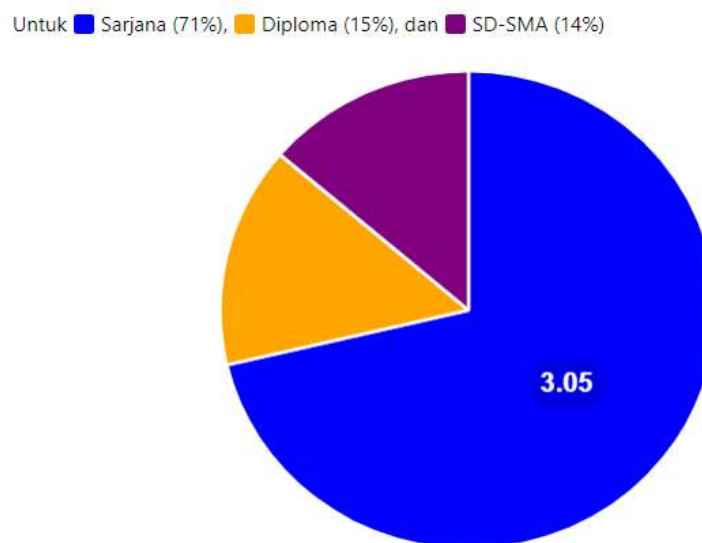
Source: www.bkn.go.id

Interview and Observation Results

The results of interviews and searches in various literature found that services by state apparatus in Indonesia still need to be revised, even though various reform policies have been implemented. Many people still complain about the bureaucratic process, which is complicated, slow, and less responsive to public needs. This often inefficient service system causes a lot of time and money for citizens who need government services. In addition, there are still many cases of non-transparency and lack of accountability in public services, further eroding public trust in state apparatus. Although efforts such as implementing e-government and bureaucratic Reform have been made, implementation in the field often needs to be more consistent. It needs to be able to meet public expectations. This can be seen from the following analysis of the Nvivo program:
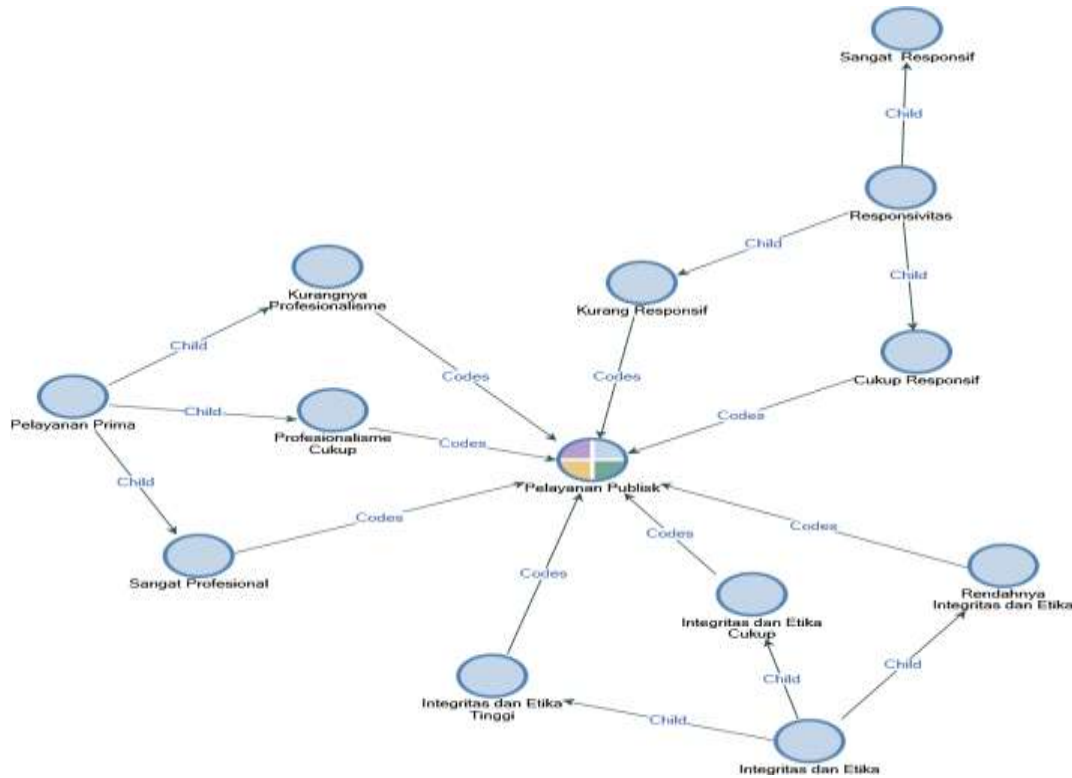
Codding

Table 1. Nvivo Research Coding

No	*Parent Nodes Child Nodes*	*Parent Nodes Child Nodes*
1.	Integrity and Ethics	Low Integrity and Ethics
		Integrity and Ethics Sufficient
		High Integrity and Ethics
2.	Responsiveness	Less Responsive
		Quite Responsive
		Very Responsive
3.	Excellent service	Less Professionalism
		Quite a Professionalism
		Very Professionalism

Node Map

This can be seen in the following map to see the extent to which aspects of coding influence the optimization of public services through the Reform of state apparatus resources.

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Figure 3. Coding Flow Map

The results of interviews and searches in various literature found that services by state apparatus in Indonesia still need to be revised, even though various reform policies have been implemented. Professionalism is one of the main indicators that shows the quality of service by state apparatus. Figure 3, produced by the Nvivo program, shows that the professionalism of state apparatus varies from very professional to less professional. Lack of professionalism is often characterized by low technical and managerial competence, the mismatch between qualifications and tasks, and a lack of training and capacity development (Kartika & Rahayu, 2024). This results in suboptimal performance and an inability to provide efficient and effective services (Mutmainnah & Yuwana, 2024).

Low integrity and work ethics are serious problems in public service. Figure 3 shows the disparity between high, sufficient, and low integrity among state apparatus. Cases of corruption, collusion, and nepotism still often occur, reflecting the lack of accountability and transparency in carrying out tasks (Rosidah et al., 2023). This has seriously eroded public trust in the state apparatus and the government. Strict implementation of a code of ethics and more effective internal oversight are needed to improve the integrity of the state apparatus (Ramadhanty, 2024).

Responsiveness to public needs and complaints is another important indicator that was found to vary from very responsive to less responsive (Chawa et al., 2023). Many people complain about the slow response to their requests and complaints. Long and complex bureaucratic procedures and ineffective feedback systems often cause this. Better reporting and

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complaint-handling mechanisms are needed to improve responsiveness and public satisfaction with public services (Pollitt & Bouckaert, 2021).

Figure 3 also shows significant problems related to efficiency and effectiveness in the implementation of tasks by state apparatus. Resources often need to be optimally utilized, and many efficient procedures result in wasted time and costs. Wider use of information and communication technology and improvements in management systems can help improve the efficiency and effectiveness of services (Lilianti et al., 2023).

Innovation and adaptability indicators also show mixed results. While some state apparatuses can innovate and adapt to change, many still must be exposed to old, ineffective mindsets and practices (Kim, 2020). This hampers efforts to improve and develop better public services. A more adaptive work culture and encouragement to innovate at every level of bureaucracy are needed. (AFRIWAN et al., 2023).

Excellent service is expected to cover all of the above indicators with high standards. However, Figure 3 indicates that only a small portion of state apparatus can provide excellent service. Most still show service quality that is below public expectations. This emphasizes the need for a more effective and comprehensive strategy in implementing bureaucratic Reform and improving the performance of the state apparatus (Presidential Regulation Number 81 of 2010; Law Number 5 of 2014).

Analysis of the Nvivo program underlines the large gap between expectations and reality in public services by the state apparatus in Indonesia. Professionalism, integrity, responsiveness, efficiency, effectiveness, innovation, and excellent service are still major challenges that must be overcome. To achieve optimal public services, the government must strengthen training and capacity development, improve supervision and accountability, and encourage innovation and adaptability in the bureaucracy. Consistent policy implementation and continuous evaluation are also important to ensure the reforms can positively impact society (BKN, 2023; Law Number 14 of 2008).

CONCLUSION

Based on the results of interviews, literature searches, and analysis using the Nvivo program, the government's policy on optimizing public services through reforming state apparatus resources is very good and constructive. The main obstacles to implementing this Reform include a lack of professionalism, low integrity and work ethics, and a lack of responsiveness to public needs. State apparatuses' varied and often low professionalism results in suboptimal performance and inefficient services. Integrity issues with corruption, collusion, and nepotism often erode public trust in state apparatuses and the government. Responsiveness to public needs still needs to be solved, with many people complaining about the slow response to their requests and complaints. Efficiency and effectiveness are also major challenges, with many inefficient procedures wasting time and money. Innovation and adaptability indicators show that many state apparatuses are still trapped in old, ineffective mindsets and practices, hampering efforts to improve and develop better public services.

To overcome these obstacles, this study compiles several policy recommendations that can be implemented. Increasing training and capacity development of state apparatus must be a priority to improve technical and managerial competence. Strengthening the code of ethics and internal supervision is needed to improve integrity and accountability. Better reporting and complaint-handling mechanisms are also needed to improve responsiveness. In addition, wider use of information and communication technology and improvements to management systems can help improve the efficiency and effectiveness of public services. A more adaptive work culture and encouragement to innovate at every level of bureaucracy are also necessary.

The potential impact of Reform on the quality of public services is expected to be significant if the right strategies and policies are implemented. With higher professionalism, stronger integrity, better responsiveness, and increased efficiency and effectiveness, the quality of public services will experience significant improvements. Innovation and adaptability will also enable state apparatus to continue to improve and develop public services according to the needs and expectations of the community. However, observations show that implementing this policy in the field often needs to run better. Structural constraints, a rigid work culture, and resistance to change hinder efforts to optimize public services. Inconsistent implementation and lack of continuous evaluation mean the expected results have yet to be achieved. Thus, although, in theory, this policy is very good and constructive, a stronger commitment and concrete steps are needed to ensure that the reforms run effectively and positively impact the community. Optimizing public services through the Reform of state apparatus resources requires cooperation and commitment from all parties, including the government, state apparatus, and the community, to achieve the expected goals.

As a suggestion, the government must allocate more resources for training and capacity building of state apparatus. Training programs should cover technical, managerial, and soft skills such as communication and public service. Strengthening the code of ethics and internal supervision should be a priority to improve the integrity and accountability of the state apparatus. A clear reward and punishment system can help ensure compliance with the code of ethics. The implementation of information technology should be expanded to support efficiency and transparency in public services. Digital platforms for reporting and handling complaints can

improve responsiveness and public satisfaction. The government needs to conduct regular evaluations and monitoring of the implementation of reform policies to identify obstacles faced and adjust the strategies needed to achieve the expected goals. A more adaptive and innovative work culture in the bureaucracy should be encouraged, and state apparatus should be encouraged to innovate and adapt to policy and technology changes to continue improving and developing public services. Increasing community involvement in evaluating and assessing public services is also very important, where feedback from the community should be the basis for continuous improvement in public services. With these suggestions, the Reform of state apparatus resources can run more effectively and contribute to improving the quality of public services in Indonesia.

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