

PUBLIC POLICY FROM A PUBLIC ADMINISTRATION PERSPECTIVE : A LITERATURE REVIEW

Akhmad Fauzin¹, Hadi Ebrahimi Kiapi²

¹ Doctoral Programme in Public Administration, Diponegoro University, Semarang, Indonesia

² Professor of Islamic Studies and the Islamic Revolution at Mazandaran University of Medical Sciences, Iran

Corresponding Author:

Akhmad Fauzin

Doctoral Programme in Public Administration, Diponegoro University, Semarang, Indonesia.

Email: akhmadfauzin@gmail.com

Article Info

Received: 24 September 2025

Revised: 3 Oktober 2025

Accepted: 18 Desember 2025

Online Version: 31 Desember 2025

Abstract

This article analyses public policy from the perspective of contemporary public administration, which is faced with a paradigm shift from government to governance. The critical issue raised is the gap between policy design and implementation, which is exacerbated by weak bureaucratic capacity, resistance from officials, and the complexity of social dynamics in the era of digital disruption. This study aims to address two fundamental problems: first, the limitations of policy evaluation methodologies dominated by descriptive qualitative approaches, and second, the negative interaction between slow bureaucracy and socio-economic inequality, which widens the gap in administrative effectiveness between regions. Using a systematic literature review of selected articles from Google Scholar (2021-2025), this study identifies three main interrelated obstacles: structural-bureaucratic, methodological-evaluative, and social-accessibility. Key findings indicate that these three constraints form a cycle of dysfunction that hinders policy effectiveness. As a contribution and follow-up, this article recommends an integrative solution in the form of applying a mixed-methods policy evaluation model for more objective impact measurement and adaptive bureaucratic reform strategies, which focus on increasing the capacity of disadvantaged regions through meaningful autonomy, improving the competence of civil servants, and utilising technology to create more responsive, inclusive, and equitable policies.

Keywords: Adaptive Bureaucratic Reform, Governance, Policy Evaluation, Policy Implementation Gaps.



© 2025 by the author(s)

This article is an open-access article distributed under the terms and conditions of the Creative Commons Attribution-ShareAlike 4.0 International (CC BY SA) license

(<https://creativecommons.org/licenses/by-sa/4.0/>).

Journal Homepage <https://journal.nahra.id/index.php/jlgl>

How to cite:

Fauzin, Akhmad., & Ebrahimi, Hadi., (2025). Public Policy from an Administrative Perspective: A Literature Review. *Journal of Local Government and Law Studies (JLGLs)*, 1(1), 47-64.
<https://doi.org/XX.XXXXXX/ijie.v1i1.1420>

Published by:

Yayasan Nahdhah Husnifra AlHurriya

INTRODUCTION

In the perspective of contemporary public administration, the most prominent and crucial social fact is the paradigm shift from government to governance, whereby public policy is no longer viewed as the exclusive product of government, but rather the result of multi-stakeholder collaboration involving the private sector, communities, and civil society (Ali & Kabul, 2025). This trend has been catalysed by digital disruption and demands for transparency, which have placed public administration under greater public scrutiny through social media (Tri Haryadi, 2024). A crucial issue that arises is the gap that often occurs between policy design at the elite level and its implementation in the field, caused by weak bureaucratic capacity, resistance from street-level bureaucracy, and the complexity of social dynamics (Rohmansyah et al., 2023). In addition, challenges such as pandemics and climate crises are forcing public administrations to focus not only on efficiency (Mamyrbaeva et al., 2025; Meuleman, 2021), but also on resilience (Morais et al., 2022), and social equity in every policy made (Profiroiu & Nastacă, 2021; Suleimany et al., 2022). Therefore, current public policy analysis strongly emphasises adaptive, participatory, and evidence-based approaches to respond to the ever-growing complexity of public issues.

Previous literature has comprehensively established the understanding that public administration is the engine for the implementation and evaluation of public policy (Fuertes, 2021; Sangwa & Mutabazi, 2025). Classical to modern studies agree that the public administration perspective emphasises efficiency, effectiveness, accountability, and public value in all policy processes (Bueno & Salapa, 2021; Nurman et al., 2024). Weberian bureaucracy theory, Van Meter and Van Horn's hierarchical policy implementation model in (Rolifola Cahya Hartawan & Fitriyani Kosasih (2023) and Jumroh & Pratama (2021), The concept of New Public Management (NPM) has provided a clear theoretical framework for how bureaucratic structures should function in order to translate political objectives into tangible outcomes (Arif, 2023; Pratama & Kalalinggi, 2019; Shil & Chowdhury, 2023). The literature has also widely identified traditional challenges such as rigid bureaucracy, bureaucratic dysfunction, and resistance to change as major obstacles to policy effectiveness (Almhairat, 2025; Turner et al., 2022). In other words, the academic world has a deep understanding of what public administration should do and the classic constraints it faces in the policy process (Hertel-Fernandez, 2025; Qawasmeh, 2021; Setyarto et al., 2022).

This article attempts to fill the gap in descriptive and fragmentary literature by presenting a comprehensive systematic review of Public Policy from a Public Administration Perspective. This effort is realised by answering two fundamental questions. First, how does the dominance of descriptive qualitative approaches and limited research coverage hinder the evaluation of public policy effectiveness in Indonesia, and what is the appropriate integrative evaluation model to overcome these methodological limitations? Second, how does the interaction between slow bureaucratic constraints and socio-economic inequalities between regions exacerbate the gap in public administration effectiveness, and what kind of bureaucratic reform strategies can increase the adaptive capacity of disadvantaged regions? Thus, this article not only maps these key elements but also aims to construct an integrated perspective model that can explain the working mechanisms of public administration as a 'machine' for implementing policy.

This article is based on two main arguments. First, the evaluation of public policy in Indonesia is hampered by descriptive qualitative methods that only describe processes without measuring results empirically. The solution is an integrative (mixed-methods) evaluation model that combines qualitative analysis of context with quantitative approaches to objectively

measure impact. Second, slow bureaucracy and socio-economic inequality interact to create a cycle that widens the administrative gap. Reform strategies must focus on increasing the adaptive capacity of disadvantaged regions through meaningful autonomy, improving the competence of civil servants, and utilising technology to accelerate services. Understanding these dynamic relationships is crucial to explaining why a policy may succeed in one context but fail in another, even though the administrative aspects appear similar.

However, what has not been fully explored is how public administration adapts and evolves in the face of a new governance context (Ansell et al., 2023; Aristovnik et al., 2022; Țicu, 2021). The novelty of this study lies in its attempt to analyse the role of public administration in an increasingly complex, dynamic, and digitally driven policy ecosystem. Thus, the novelty of this research is not in re-describing old models, but in testing the relevance and transforming the perspective of public administration so that it remains a powerful lens for analysing public policy in the 21st century.

LITERATURE REVIEW

Public Policy

Public policy is an applied discipline that systematically and methodologically studies the process of formulating, implementing, evaluating, and terminating state policies (Kasera, 2025). The essence of policy analysis is an effort to provide information, evidence-based data, and scientifically accountable recommendations to policy makers (Rassanjani & Meesonk, 2025). The aim is to understand why a policy was created, how it impacts and affects society, and to provide alternative solutions to solve public problems more effectively, efficiently, and fairly. In other words, public policy analysis bridges the gap between the theory of public administration/politics and the actual practice of governance to improve public welfare (Parlak & Dogan, 2022).

Public policy is a complex variable that can be influenced by political, economic, and social factors (independent variables) and can also affect society, such as changes in quality of life or compliance levels (dependent variables) (Benito & Cifuentes-faura, 2025). Its constituent elements include actors (government, private sector, community), ideas, institutions, and resources (Permana et al., 2025). This policy has distinctive characteristics, namely that it is goal-oriented, involves government authority, and is collective and binding on the public (Aiyede & Muganda, 2023). In terms of form, public policy can be manifested in legislation, government programmes, or even in the form of subsidies and financing (Jaehrling, 2025). The success of a policy can be measured through indicators such as output (goods/services produced), outcome (direct impact), impact (long-term change), and benefit (perceived benefits) (Moore et al., 2025). Concrete examples include the Pre-Employment Card Programme as an employment policy, the Enforcement of Restrictions on Community Activities (PPKM) during the Covid-19 pandemic as a health policy, and the Indonesia Smart Programme (PIP) as an education policy, all of which demonstrate the dynamic interaction between all these elements, forms, and indicators in practice (Cahya et al., 2022).

Public Administration

Public administration can be understood as all processes and institutions involved in implementing government policies and programmes to achieve national objectives (Sunkad, 2024). This concept goes beyond a narrow definition of bureaucracy or state apparatus, but encompasses all activities of planning, organising, directing, coordinating and controlling resources (human, financial and material) within the framework of the political system to provide services to the public (Reform, 2025). In essence, public administration is the heart of modern government, functioning as a link between the policies made by political authorities and the realities of society, with the ultimate goal of creating public value, ensuring order, and

improving public welfare through effective, efficient, accountable, and responsive services (Yang, 2025).

Public administration as a discipline and practice can be identified through key variables such as bureaucratic structure, policy processes, and service performance, which are built from its main elements, namely organisation, management, and public policy (Wang et al., 2018). Its distinctive characteristics are that it is bureaucratic, hierarchical, oriented towards public service, and run by state apparatus (Kumije, 2023). It manifests itself in forms such as central government, local government, and public service agencies, whose performance can be measured through indicators of efficiency, effectiveness, accountability, and public satisfaction (Muhtar et al., 2021). In the current context, cases such as digital service innovation (e-government), bureaucratic reform, and coordination challenges in natural disaster management are concrete examples of how these variables and elements of public administration interact and are tested in the reality of governance.

Governance

Governance is a concept that defines how a society or organisation is regulated and managed, emphasising the process of interaction and collaboration between various actors, be it the state, the private sector, or civil society. Unlike the concept of ‘government,’ which focuses on the singular role of the state and hierarchy, governance is horizontal and networked, where authority is no longer the monopoly of the government but is distributed. This concept emphasises principles such as accountability, transparency, participation, effectiveness, and legal certainty in all decision-making processes and their implementation to achieve sustainable common goals. Thus, good governance is essentially how power is used to optimally manage a country's social, economic, and political resources for the public interest.

Governance can be understood through its main elements, namely accountability, transparency, participation, effectiveness, and law enforcement, which are also key variables for measuring its quality. Its main characteristics are that it is collaborative, involves a network of multi-stakeholders (government, private sector, and civil society), and is outcome-oriented. In terms of form, it manifests itself in various models such as hierarchical governance (traditional bureaucracy), network governance (network collaboration), and market governance (market mechanisms). Indicators of its success can be seen in practices such as open budgeting, access to public information, community involvement in decision-making, and government responsiveness to complaints. Cases that illustrate this include the innovation of online licensing services ‘OSS’ in Indonesia, which reflects the principles of effectiveness and transparency, as well as community-driven development programmes in various regions that demonstrate direct participation and accountability to citizens.

RESEARCH METHOD

This research design uses a systematic literature review method. Data collection was carried out by searching scientific articles through the Google Scholar database over the last five years, from 2021 to 2025. The search was conducted using the main keywords, namely ‘Public Policy’ and ‘Public Administration Perspective’. Based on the initial search, the keyword ‘Public Policy’ yielded approximately 20,400 results, while ‘Public Administration Perspective’ yielded approximately 15,600 results. The abundance of results indicates the need to establish strict inclusion and exclusion criteria to select relevant and homogeneous literature, thereby ensuring that the articles analysed are truly in line with the focus and scope of this study.

Table 1: Article Inclusion Criteria

Criteria	Inclusion
Period	Publications from the Last 5 Years
Year of Publication	2021-2025
Language	English and Indonesian
Subject	Public Administration
Article Type	Research Articles (Not Literature Reviews)
Text	Full Text

The literature review in this study was synthesised using a narrative approach. The synthesis process began with grouping the extracted data based on thematic similarities and their relevance to the outcome variables measured to answer the research objectives. All data were then compiled into a summary containing key information such as researcher name, year of publication, research location, title, methods, and key findings. The summary was systematically arranged in an alphabetically ordered table for easy access. To deepen understanding, the abstracts and full texts of each journal were analysed by examining the focus of the topic and research results. The next stage involved content analysis of the selected articles. Through this analysis, the content of the reviewed articles was coded based on predetermined psychospiritual data categories. The process ended with the identification of similarities and differences between findings, which were then discussed in depth to formulate a comprehensive conclusion.

RESULTS

The results of the extraction of a number of selected articles on public policy reveal several interesting patterns. The majority of studies focused on the topics of implementation effectiveness, public participation, and governance, with most studies located in Indonesia. In terms of methodology, there was a combination of qualitative and quantitative research, indicating a balanced approach to examining policy phenomena. These findings form the basis for compiling a comprehensive literature synthesis and identifying directions for future scientific development.

Table 2: Data from the Extraction of Public Policy Articles

No	Article Identity	Research Title	Research Results	Research Limitations	Research Recommendations
1	(Sumarsono et al., 2022)	Analysis of Public Policy Implementation Models in Village Administration in Dau Subdistrict, Malang Regency	The implementation of public policies in the Dau subdistrict shows variations in models in the areas of public services, infrastructure development, and community	This study is limited to the Dau subdistrict area with a qualitative approach, so the results cannot be widely generalised and are still influenced by the subjectivity of field data	Further research should expand the locus, use mixed methods, and explore socio-cultural factors and supra-village relationships in greater depth so that the village policy implementation model is more comprehensive

No	Article Identity	Research Title	Research Results	Research Limitations	Research Recommendations
			empowerment, which are influenced by internal and external supporting and inhibiting factors.		
2	(Zulaeha et al., 2022)	Disaster Mitigation from a Public Policy Perspective in Flood Management in South Kalimantan	Research has found that flood management in South Kalimantan requires the integration of structural (physical) and non-structural (policy and regulation) mitigation measures so that local governments are better prepared to prevent and reduce disaster risks	This research is still limited to socio-legal studies without specific regional regulations on disaster mitigation, so that the implementation of policies in the field cannot yet be fully evaluated comprehensively	Further research is recommended to develop a more comprehensive study involving technical, social and ecological aspects, while encouraging the creation of specific regional regulations governing mitigation
3	(Harahap, 2024)	Public Policy Analysis in Improving the Quality of Public Services in Indonesia	The implementation of well-planned, participatory, and technology-based public policies has proven to improve the quality of public services in Indonesia,	This study is still limited to qualitative approaches and document analysis, so it does not fully describe the variations in public service conditions across all regions	Further research is recommended to use a mixed method with a broader geographical coverage and involve quantitative evaluation in order to provide a more comprehensive and applicable overview for policy makers

No	Article Identity	Research Title	Research Results	Research Limitations	Research Recommendations
			despite the challenges of bureaucracy and access gaps		
4	(Wibisana & Sugianto, 2025)	Public Policy in Indonesia as a Tool for Capitalist Interests	This study found that public policy in Indonesia tends to favour capitalist interests through national strategic projects and legal deregulation, thereby triggering social inequality, the eviction of small communities, and environmental damage	The limitations of this study lie in its scope, which focuses only on the Indonesian context using qualitative case study methods, meaning that the results cannot be generalised to other countries and may be influenced by the subjective biases of the informants	Further research is recommended to conduct broader empirical studies with cross-country comparisons, measure the impact of policies on affected communities, and design alternative policy models that are more democratic, inclusive, and socially just
5	(Setiawan & Jamaliah, 2023)	Public Policy Analysis in Overcoming Poverty in Indonesia	This study shows that public policies from the Old Order era to the era of President Joko Widodo have been implemented in accordance with the 1945 Constitution and Pancasila and have contributed to	The limitation of this study is the use of descriptive qualitative methods, so that the findings only describe the phenomenon in general terms without more in-depth quantitative analysis	Further research should use quantitative or mixed methods approaches and expand the geographical scope in order to produce more comprehensive and applicable analyses for poverty alleviation policies

No	Article Identity	Research Title	Research Results	Research Limitations	Research Recommendations
			a reduction in poverty rates, although the results have not been evenly distributed		

Table 1 shows that obstacles in public policy from a public administration perspective can be mapped into three major issues. First, structural and bureaucratic obstacles, namely barriers to policy implementation that are often hampered by slow, complicated, and not fully adaptive bureaucracy. This can be seen in the improvement of public service quality, which is still constrained by bureaucracy (Harahap, 2024), the absence of specific regulations on flood mitigation in South Kalimantan (Zulaeha et al., 2022), to the extent that capitalist interests dominate national strategic projects, causing social inequality and the displacement of small communities (Wibisana & Sugianto, 2025).

Second, methodological and evaluative constraints, characterised by limited research using descriptive qualitative approaches with a narrow geographical scope, for example, research conducted only in the Dau sub-district (Sumarsono et al., 2022) or limited to the context of Indonesia in general (Setiawan & Jamaliah, 2023). The minimal use of quantitative data also makes it difficult to measure the effectiveness of policies in a measurable way (Harahap, 2024), coupled with studies that are still partial, such as socio-legal studies on flood mitigation without technical, social and ecological analysis (Zulaeha et al., 2022), as well as the potential for subjectivity bias in field data in case studies (Wibisana & Sugianto, 2025).

Third, social and accessibility constraints, which include disparities in public services between regions and low levels of education among the population, which have implications for poverty eradication (Setiawan & Jamaliah, 2023), limitations in community preparedness for disasters (Zulaeha et al., 2022), to social injustice resulting from the dominance of capitalist interests (Wibisana & Sugianto, 2025). In addition, socio-cultural variations between villages also influence differences in the implementation of public policies, resulting in uneven effectiveness (Sumarsono et al., 2022). Thus, these three major issues confirm that public policy in Indonesia still faces serious obstacles in terms of structure, methodology and social conditions. Comprehensive improvements are therefore needed to make implementation more effective, inclusive and equitable.

There are at least three main obstacles in public policy from a public administration perspective. First, structural and bureaucratic obstacles, which include slow, complicated, and unadaptive bureaucracy, as well as weak regulations, so that policy implementation is often hampered and even dominated by capitalist interests. Second, methodological and evaluative obstacles, namely the limitations of research, which mostly still uses a descriptive qualitative approach with a narrow scope, minimal quantitative data, and partial evaluations, making it difficult to measure the overall effectiveness of policies. Third, social and accessibility constraints, including disparities in public services between regions, low levels of education, limited community preparedness for disasters, socio-cultural variations between regions, and social injustice due to the dominance of capitalist interests. This categorisation shows that public policy problems do not only stem from structure and regulation, but also from research limitations and diverse social conditions within society.

Table 3: Data from the Extraction of Public Administration Articles

No	Article Identity	Research Title	Research Results	Limitations of the study	Research Recommendations
1	(Edward et al., 2024)	New Public Management: Case Study of the Application of New Public Management in Public Organisations in Indonesia	This study found that the implementation of New Public Management (NPM) in Indonesian public organisations has brought about positive changes in the efficiency, effectiveness, and accountability of public services, despite still facing challenges such as bureaucratic resistance, limited resources, and weak political support	This study is limited to a qualitative case study approach, so the findings are contextual and cannot be generalised to all public organisations in Indonesia.	Further research should use a mixed approach, expand the scope of sectors and regions, and integrate quantitative empirical analysis so that NPM implementation strategies are more comprehensive and appropriate to the local context.
2	(Fadlifah & Kurnia, 2024)	Challenges in Public Administration in Indonesia as a Pathway to Achieving Sustainable Development	This study found that governance in Indonesia shows significant differences between regions, with developed areas such as DKI Jakarta being more effective in governance than underdeveloped areas such as Papua, with economic, tourism and socio-political factors greatly influencing the effectiveness of public administration	This study is limited to ten provinces with an online survey approach and document analysis, so it does not fully cover the complexity of all provinces in Indonesia and is still potentially biased towards respondents.	Further research is recommended to conduct longitudinal studies with broader coverage, involving comparative analysis across regions, and exploring specific intervention policies to make public governance more adaptive and supportive of sustainable development.
3	(Widiaswari, 2022)	Public Administration Ethics in Governance in	This study found that the weak implementation of public	The limitation of this study is the use of	Further research is recommended to develop a broader empirical study

	Indonesia	administration ethics in Indonesia has led to maladministration practices such as corruption, collusion, nepotism, and low bureaucratic accountability.	qualitative methods with secondary data sources, which makes the findings more descriptive and normative in nature and does not fully represent the empirical reality at all levels of bureaucracy.	involving surveys, comparative studies, and quantitative analysis so that strategies for implementing public administration ethics can be formulated in a more comprehensive and applicable manner.	
4	(Noorrahman et al., 2022)	The Role of Public Administration in Improving Performance in Terms of Job Satisfaction Among Academic Structural Officials at the Amuntai College of Administrative Sciences in Hulu Sungai Regency	Research shows a positive and significant correlation between performance and job satisfaction among academic structural officials, with performance contributing 21.4% to job satisfaction, while 78.6% is influenced by other factors.	This study was limited by the relatively small sample size (31 respondents) and was only conducted at one institution, so the results cannot be widely generalised.	It is recommended that further research involve a larger sample, cover various institutions, and add other variables such as leadership style, motivation, and work environment to obtain more comprehensive results.
5	(Safitri et al., 2022)	Efforts by the Panji Kidul Village Administration in Situbondo Regency to Improve the Quality of Public Services	Research shows that the Panji Kidul Village government is striving to improve the quality of public services through work discipline motivation, improving the quality of the civil service, providing infrastructure, clear service	This study is still limited to one village using a descriptive qualitative approach, so the results cannot be generalised to other villages more broadly	It is recommended that future research involve more diverse regions and utilise quantitative or mixed methods to measure the effectiveness of public service improvement efforts more comprehensively.

procedures, and
improving the
performance of
the civil service
with the support
of community
participation

From Table 3, which summarises various studies on public administration in Indonesia, it can be seen that the main obstacles faced by public organisations in general can be classified into three major issues. First, public administration reform, as promoted by the New Public Management (NPM) paradigm, often faces significant challenges in its implementation. The main obstacles stem from the strong resistance of the bureaucracy and the weak ethical foundations within the bureaucracy itself. This condition is clearly reflected in various practices of maladministration, corruption, collusion, and nepotism (KKN), as well as low levels of public accountability. As a result, efforts to apply the principles of efficiency, professionalism, and market orientation of NPM are not only hampered by structural constraints, such as unsupportive regulations, but also, more fundamentally, by deep-rooted bureaucratic cultural barriers. It is this culture of resistance to change and transparency that ultimately becomes a significant obstacle to the success of these reforms.

Secondly, resource constraints, which encompass three fundamental aspects, namely the quality of the civil service, the adequacy of infrastructure, and organisational capacity, pose multidimensional challenges to governance. This problem occurs across the board, at the central, regional and village levels of bureaucracy. The implications of these limitations are direct and significant, in the form of obstructed public service processes that result in delays in meeting community needs. Furthermore, this condition also triggers disparities in governance between regions, where regions with adequate resources are able to provide better services, while other regions lag behind, thereby widening the gap.

Third, the effectiveness of public administration in a region is greatly influenced by two main factors, namely weak political support and socio-economic inequality between regions. In this context, various aspects such as political factors, the economy, tourism potential, and social conditions are key determinants in the successful implementation of public policy. As a result, there is a significant gap in administrative capacity between developed and underdeveloped regions. Developed regions, with strong political resources, a stable economy, and adequate infrastructure, tend to be more adaptive and responsive in managing public services. Conversely, underdeveloped regions that face limitations in these factors often find it difficult to catch up, creating a cycle that widens the development gap between regions.

This obstacle is further exacerbated by the methodological limitations of previous research, which tended to be contextual, focusing on case studies, limited surveys, or secondary data, meaning that the findings could not be widely generalised. Therefore, future research should use a mixed approach with broader regional and sectoral coverage, involving quantitative analysis, comparative studies across regions, and longitudinal studies so that strategies for strengthening public administration can be formulated in a more comprehensive, applicable manner that is appropriate to both the local and national contexts.

DISCUSSION

Based on a review of the literature, public policy constraints from a public administration perspective in Indonesia can be mapped into three main interrelated problems: (1) structural-bureaucratic constraints in the form of a slow bureaucracy that is resistant to change and dominated by capitalist interests; (2) methodological-evaluative constraints, where

existing research is still dominated by descriptive qualitative approaches with narrow coverage, thereby hindering the objective measurement of policy effectiveness; and (3) social-accessibility constraints in the form of disparities in administrative capacity between regions, influenced by variations in political, economic, and socio-cultural conditions (Nenobais, 2022). These three constraints create a cycle that exacerbates each other, requiring an integrative evaluation approach and adaptive bureaucratic reform to break the chain of policy ineffectiveness (Usman et al., 2023).

Mapping public policy constraints into three major structural-bureaucratic, evaluative methodological, and social accessibility issues reveals systemic dysfunction in public administration in Indonesia (Wibowo, 2025). The main implication is that policy reform efforts to date have tended to fail because they only address one aspect partially, without realising that these three constraints reinforce each other in a negative cycle (Mishra, 2020). Slow bureaucracy (structural constraint) produces weak data and evaluation (methodological constraint), which ultimately perpetuates service gaps (social constraint) (Mcdonnell, 2025). Therefore, these findings imply that effective solutions must be integrative and simultaneous, whereby bureaucratic reform, the application of rigorous evaluation methods (mixed-methods), and social inclusion programmes must be implemented in an integrated manner, rather than separately, in order to break the chain of dysfunction and create policies that are truly effective, inclusive, and equitable.

Structurally, the findings of the literature review reveal a cycle of mutually reinforcing problems in Indonesian public administration (Fadlifah & Kurnia, 2024). The core of the problem lies in an unadaptive bureaucracy, which is not only a major structural obstacle but also the root cause of two other problems (Haider et al., 2025). Slow and convoluted bureaucracy leads to weak methodological policy evaluation, as the focus is only on describing complex processes rather than measuring substantive results. Furthermore, the inability of this bureaucracy to adapt and serve evenly directly exacerbates socio-economic inequalities between regions (Syafaruddin, 2025). Thus, the three structural, methodological and social constraints are not separate problems, but symptoms of a fragmented and unresponsive governance system. This interpretation concludes that any improvement efforts must focus on breaking this cycle by making the improvement of the adaptive capacity of the bureaucracy, especially in disadvantaged regions, the main foundation.

Unlike previous studies that tended to map general public administration constraints such as bureaucratic resistance to reform, resource limitations, and the influence of political factors and regional disparities, this study provides a more precise specification by focusing its analysis on the interaction between two specific issues: the dominance of weak methodological approaches and the negative synergy between slow bureaucracy and socio-economic inequality (Nasution et al., 2024). While previous studies have been largely contextual and partial (such as case studies in a single sub-district or single policy analyses), this study takes an integrative (mixed-methods) evaluation approach designed to overcome these methodological limitations by combining qualitative and quantitative analyses. Furthermore, this study focuses not only on diagnosing problems, but also on designing adaptive bureaucratic reform strategies specifically aimed at improving the capacity of disadvantaged regions, thus offering more applicable and targeted solutions than previous studies, which often stopped at identifying obstacles (Muhdiarta, 2025).

Based on the identification of these obstacles, an Action Plan to formulate more responsive policies needs to be designed in an integrated manner. First, at the structural level, bureaucratic reform must focus on simplifying procedures, increasing accountability through

service digitalisation, and implementing clear and adaptive regulations to prevent the dominance of capitalist interests. Second, from a methodological perspective, it is necessary to develop a mixed-methods policy evaluation system that combines quantitative data to measure outcomes empirically with qualitative analysis to understand the local context, so that evaluations become more comprehensive and objective. Third, to overcome socio-economic constraints, policies must be inclusive and contextual, prioritising community capacity building, education, and disaster preparedness, and adjusting their implementation to the socio-cultural characteristics of each region to ensure equity and fairness.

CONCLUSION

The most important findings from this series of studies indicate that public administration reform in Indonesia through the implementation of New Public Management (NPM), strengthening local government governance, enforcing bureaucratic ethics, and improving the quality of public services at the local level have significant implications for the development of public policies that are more efficient, accountable, and responsive to community needs. The importance of these research findings lies in the evidence that, despite contextual variations between developed and underdeveloped regions, between central and village bureaucracies, and in the practice of administrative ethics, all studies emphasise the urgency of public management transformation to improve public trust and the performance of public organisations. The lesson to be learned is that administrative reform requires not only good institutional design, but also resource support, community participation, leadership with integrity, and adaptive strategies appropriate to the local context. Thus, this research makes an important contribution to enriching academic understanding and serves as a practical foundation for policymakers to formulate more inclusive, equitable, and sustainable public governance in Indonesia.

These studies have the strength to make a real contribution to the development of public administration science in Indonesia, by contributing new theories and approaches related to the application of New Public Management (NPM), regional governance, public administration ethics, bureaucratic performance, and village-based public services. Theoretically, these studies enrich scientific knowledge by strengthening NPM efficiency and accountability models, developing comparative perspectives between regions in governance, and providing normative-empirical perspectives on bureaucratic ethics. In terms of approach, this research encourages the integration of qualitative, quantitative, and mixed methods to address the complexity of public administration at various levels, while also opening up space for the development of new variables such as leadership style, work motivation, community participation, and political support as determinants of bureaucratic success. Thus, this study not only strengthens the theoretical basis and implementation model of public administration, but also offers new research questions on how the adaptation of NPM, multilevel governance, and the internalisation of bureaucratic ethics can support the creation of more effective, accountable, and sustainable public services in Indonesia.

The limitations of this study lie in the aspects of sampling, cases, variations, and methods, where each study only focuses on a limited scope, such as the application of New Public Management (NPM) in certain cases, governance in ten provinces, public administration ethics based on secondary data, job satisfaction of academic structural officials in one institution, and the quality of public services in one village, so that the results obtained are contextual, do not yet reflect the complexity of bureaucracy or regional variations in Indonesia, and are still potentially biased in terms of both respondents and data sources. therefore, further research is needed that accommodates more diverse locations, a wider variety of cases, and the

- Publik di Indonesia. *Literacy Notes*, *I*(1), 1–7. <http://liternote.com/index.php/ln/article/view/193%0Ahttp://liternote.com/index.php/ln/article/download/193/189>
- Hertel-Fernandez, A. (2025). How Political Science Shaped Federal Policy in the Biden-Harris Administration: Learning from Efforts to Democratize the Administrative State. *Perspectives on Politics*, *I*(1), 1–21. <https://doi.org/10.1017/S1537592725101928>
- Jaehrling, K. (2025). *Introduction : Quiet and noisy politics in the ' interregnum ' . The case of public procurement*. <https://doi.org/10.1177/10242589251377578>
- Jumroh, & Pratama, Y. J. (2021). Implementasi Pelayanan Publik: Teori dan Praktik. In *Insan Cendekia Mandiri*. Cendekia Mandiri. <https://share.google/AQYfTTxwYAN0efRJ6>
- Kasera, O. A. (2025). Demystifying Multidisciplinarity in Policy Studies : A Case for Sociological Engagement in Public Policy Analysis. *International Journal Of Research And Innovation In Social Science (IJRISS)*, *IX*(2454), 1551–1563. <https://doi.org/10.47772/IJRISS>
- Kumije, D. (2023). The Distinctive Characteristics of Public Administration as the Hub of Every Human Organization: A Conceptual Analysis. *Kashere Journal of Politics And International Relations*, *I*(1), 330–341. <https://journals.fukashere.edu.ng/index.php/kjpir/article/view/114/106>
- Mamyrbæeva, Z., Ketners, K., Zheenalieva, A., Sheripov, N., & Hudyma, O. (2025). Public administration effectiveness in crises and emergencies: experiences and lessons from different countries. *Ceridap*, *2025*(2), 146–169. <https://doi.org/10.13130/2723-9195/2025-2-5>
- Mcdonnell, E. M. (2025). Bureaucracy in Action : The Sociology of Public Administration. *Annual Review OfSociology*, *51*, 191–211. <https://doi.org/https://doi.org/10.1146/annurev-soc-091324-053657>
- Meuleman, L. (2021). Public administration and governance for the sdgs: Navigating between change and stability. *Sustainability (Switzerland)*, *13*(11). <https://doi.org/10.3390/su13115914>
- Mishra, A. K. (2020). Implication of Theory of Constraints in Project Management. *International Journal of Advanced Trends in Engineering and Technology (IJATET)*, *5*(January), 1–14. <https://doi.org/10.5281/zenodo.3605056>
- Moore, E. M., García, A., & Puffer, S. M. (2025). Political Factors Affecting Corporate Sustainability Decisions : The Impact of Tariffs and Corruption on Adoption of UN Global Compact Principles. *Sustainability*, 1–25. <https://doi.org/https://doi.org/10.3390/su17219553>
- Morais, G. M., Martins, H. C., & Dos Santos, V. F. (2022). Resilience in the Context of Pandemics and Disasters: A Framework for Public Governance, Ecosystem Innovation, Co-creation, and Co-production. *International Journal of Business Administration*, *13*(1), 15. <https://doi.org/10.5430/ijba.v13n1p15>
- Muhdiarta, U. (2025). Investigating the Challenges of Bureaucratic Reform in Developing Countries: A Case Study Approach. *Ilomata International Journal of Social Science*, *6*(2), 689–702. <https://doi.org/https://doi.org/10.61194/ijss.v6i2.1687>
- Muhtar, Arifin, T., & Sutaryo. (2021). Performance Accountability In Indonesian Local Governments : Does Monitoring Really Work ? *International Journal of Business and Society*, *22*(3), 1673–1692. <https://doi.org/https://doi.org/10.33736/ijbs.4329.2021>
- Nasution, A. F., Sihombing, M., & Ridho, H. (2024). The Impact of Bureaucratic Reform Policy on Public Services at the Population and Civil Registration Service of North Padang Lawas Regency. *PERSPEKTIF*, *13*(1), 231–243. <https://doi.org/10.31289/perspektif.v13i1.11035>
- Nenobais, H. (2022). Public Administrative Perspective In Viewing Bureaucracy Reform in Indonesia. *The Seybold Report, September*. <https://doi.org/10.5281/zenodo.6983956>

- Noorrahman, M. F., Rizal, M., & Sairin, M. (2022). Peran Administrasi Publik Dalam Meningkatkan Kinerja Dalam Aspek Kepuasan Kerja Pada Pejabat Struktural Akademik Di Sekolah Tinggi Ilmu Administrasi Amuntai Kabupaten Hulu Sungai. *SENTRI: Jurnal Riset Ilmiah*, 1(1), 155–163. <https://doi.org/10.55681/sentri.v1i1.217>
- Nurman, Zainal, & Ardianyah. (2024). The Dynamics Of Theoretical Approaches In Contemporary Public Administration Studies: Critical Analysis And Policy Implications. *Jurnal Kajian Pemerintah: Journal of Government, Social and Politics*, 10(2), 123–136. [https://doi.org/10.25299/jkp.2024.vol10\(2\).21508](https://doi.org/10.25299/jkp.2024.vol10(2).21508)
- Parlak, B., & Dogan, K. C. (2022). *Public Policy : Concept and Theory* (Issue January). Livre de Lyon. <https://share.google/yjOQk88ITMNRgl7Hz>
- Permana, C. T., Tri, C., & Gomonov, K. (2025). Hydrogen ' s potential and policy pathways for Indonesia ' s energy transition: The actor-network analysis. *Unconventional Resources*, 6(March), 100175. <https://doi.org/10.1016/j.uncres.2025.100175>
- Pratama, P. Y., & Kalalinggi, R. (2019). Application Of New Public Management (NPM) In Indonesia In The Field Of Transportation (Case In Bandar Lampung). *Journal of Governance and Public Policy*, 6(2). <https://doi.org/10.18196/jgpp.62113>
- Profiroiu, A. G., & Nastacă, C.-C. (2021). What strengthens resilience in public administration institutions? *Eastern Journal of European Studies*, 12(August), 100–125. <https://doi.org/10.47743/ejes-2021-SI05>
- Qawasmeh, F. A. (2021). Understanding the field of public policy in the context of public administration evolution. *Public Affairs Education and Training in the 21st Century*, 2(January), 22–44. <https://doi.org/10.4018/978-1-7998-8243-5.ch002>
- Rassanjani, S., & Meesonk, N. (2025). From Theory to Action : Bridging Governance Gaps in Public Policy for Sustainable Development. *Journal of Contemporary Governance and Public Policy*, 6(October), 97–116. <https://journal.ppishk.org/index.php/jcgpp>
- Reform, T. B. (2025). Human Resource Management in Public Administration : The Ongoing Tension Between Reform Requirements and Resistance to Change. *Administrative Sciences*, 15(3), 1–27. <https://doi.org/https://doi.org/10.3390/admsci15030094>
- Rohmansyah, H., Rosyadi, A. F., Rahmat, R. N., Fina, Y. N., Danica, A. D., Aulia, F., Luthfi, M. A., Sumiati, I., Wardhani, A. D., Kismytiadara, & Julianty, D. N. (2023). Digitalisasi Manajemen SDM Sektor Publik & Peningkatan. In *Book* (Issue April). Unpar Press. <https://share.google/JnJCF4TGfIPHSLcZJ>
- Rolifola Cahya Hartawan, & Fitriyani Kosasih. (2023). Implementation of the Van Meter and Van Horn Zoning System Policies Model. *International Journal Of Humanities Education and Social Sciences (IJHESS)*, 2(4), 1348–1358. <https://doi.org/10.55227/ijhess.v2i4.373>
- Safitri, S. D., Cikusin, Y., & Hayat, H. (2022). Upaya Pemerintah Desa dalam Meningkatkan Kualitas Pelayanan Publik. *Jurnal Indonesia Sosial Sains*, 3(5), 784–792. <https://doi.org/10.36418/jiss.v3i5.582>
- Sangwa, S., & Mutabazi, P. (2025). Assessing the Effectiveness of E-Governance in Public Service Delivery: A Comparative Study of Digitization Efforts in Rwanda, Kenya, and Ghana. *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.5376594>
- Setiawan, I., & Jamaliah, J. (2023). Analisis Kebijakan Publik Dalam Mengatasi Kemiskinan Di Indonesia. *ETNIK: Jurnal Ekonomi Dan Teknik*, 2(5), 399–405. <https://doi.org/10.54543/etnik.v2i5.188>
- Setyarto, D. B., Suraja, Y., Hadilinatih, B., Dominata, A., & Kholiyah, S. (2022). Understanding the best practices of public administration in the era of revolution 4.0. *International Journal of Social Sciences*, 5(4), 287–295. <https://doi.org/10.21744/ijss.v5n4.2008>
- Shil, N. C., & Chowdhury, A. (2023). Public Administration Agendas in the Light of New Public Management: A Written Testimony of Reform Initiatives of an Asian Country. *Journal of Public Administration and Government*, 5(3), 143–160.

- <https://jurnal.fisip.untad.ac.id/index.php/JPAG/article/view/725%0Ahttps://jurnal.fisip.untad.ac.id/index.php/JPAG/article/download/725/312>
- Suleimany, M., Mokhtarzadeh, S., & Sharifi, A. (2022). Community resilience to pandemics: An assessment framework developed based on the review of COVID-19 literature. *International Journal of Disaster Risk Reduction*, 80(August), 103248. <https://doi.org/10.1016/j.ijdr.2022.103248>
- Sumarsono, C. W., Muchsin, S., & Sunariyanto. (2022). Analisis Model Implementasi Kebijakan Publik pada Pemerintah Desa di Kecamatan Dau Kabupaten Malang. *Publisia: Jurnal Ilmu Administrasi Publik*, 7(2), 228–249. <https://doi.org/10.26905/pjiap.v7i2.8344>
- Sunkad, G. (2024). Public Administration-Concepts and scope. *International Journal of Social Health*, 3(3), 276–280. <https://doi.org/10.58860/ijsh.v3i3.172>
- Syafaruddin. (2025). Assessment of Regional Bureaucratic Capacity for Inclusive Economic Development Policy Implementation. *International Journal of Economics and Management Research*, 4(3), 561–574. <https://doi.org/https://doi.org/10.55606/ijemr.v4i3.585>
- Țicu, D. (2021). New tendencies in public administration: from the new public management (NPM) and new governance (NG) to e-government. *MATEC Web of Conferences*, 342, 08002. <https://doi.org/10.1051/mateconf/202134208002>
- Tri Haryadi, A. (2024). Peran Media Sosial dalam Mendorong Transparansi dan Akuntabilitas Administrasi Publik. *Indonesian Research Journal on Education Web Jurnal Indonesian Research Journal on Education*, 4(4), 3342–3349. <https://irje.org/index.php/irje>
- Turner, M., Prasojo, E., & Sumarwono, R. (2022). The challenge of reforming big bureaucracy in Indonesia. *Policy Studies*, 43(2), 333–351. <https://doi.org/10.1080/01442872.2019.1708301>
- Usman, H., Syafri, W., & Puspita, D. (2023). Evaluation of Local Government Bureaucracy Reform 's Policy in Pesawaran Regency , Lampung Province , Indonesia. *International Journal of Economics Development Research*, 4(2), 1061–1071. <https://journal.yrpiiku.com/index.php/ijedr/article/view/3518/1951>
- Wang, H., Xiong, W., Wu, G., & Zhu, D. (2018). Public – private partnership in Public Administration discipline: a literature review Public – private partnership in Public Administration. *Public Management Review*, 20(2), 293–316. <https://doi.org/10.1080/14719037.2017.1313445>
- Wibisana, K., & Sugianto. (2025). Kebijakan Publik di Indonesia sebagai Alat Kepentingan Kapitalis. *Jurnal Sosial Dan Sains*, 5(5), 1230–1242. <https://doi.org/10.59188/jurnalsosains.v5i5.32185>
- Wibowo, R. A. (2025). Civil Servant Disobedience: An Alternative Legal Strategy to Prevent Bureaucratic Pathology. *The Indonesian Journal of Socio-Legal Studies*, 5(1). <https://doi.org/10.54828/ijsls.2025v5n1.1>
- Widiaswari, R. R. (2022). Etika Administrasi Publik Dalam Penyelenggaraan Tata Kelola Di Indonesia. *Jurnal Administrasi Publik*, 16(2), 600. <http://www.jurnal.stiq-amuntai.ac.id/index.php/al-qalam/article/view/922>
- Yang, H. (2025). Governance : Perspectives of public administration , health administration , and primary care. *Chinese General Practice Journal*, 2(1), 100045. <https://doi.org/10.1016/j.cgpj.2025.100045>
- Zulaeha, M., Ariany, L., Dwifama, A. H., Falmelia, R. A., & Ridhani, M. S. (2022). Mitigasi Bencana Perspektif Kebijakan Publik Dalam Penanggulangan Benana Banjir di Kalimantan Selatan. *Prosiding Seminar Nasional Lingkungan Lahan Basah*, 7(3), 150–159. <https://snllb.ulm.ac.id/prosiding/index.php/snllb-lit/article/view/771/778>

Copyright Holder :

© Akhmad Fauzin & Hadi Ebrahimi (2025).

First Publication Right :

© JLGLs : Indonesian Journal of Local Government and Law Studies

This article is under:

