

## EVALUATION OF THE EFFECTIVENESS OF BUREAUCRATIC SYSTEMS IN PROVIDING PUBLIC SERVICES: USER AND BENEFICIARY PERSPECTIVE

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### Abstract

The study examines the effectiveness of bureaucratic systems in the provision of public services from two main perspectives: service users and beneficiaries. The study aims to evaluate the extent to which the bureaucracy system meets the needs and expectations of the two related groups, analyzes the factors that contribute to the efficiency and efficiency of public service, and identifies strategies to improve the quality of service. The method used in this research is literature. The results show that the satisfaction of users and beneficiaries of public services is influenced by several key factors, including accessibility of services, efficiency of bureaucratic processes, transparency and accountability, as well as the quality of interaction between service providers and the public. Although improvements have been made in some aspects of the service, the study identifies critical areas that need reform and innovation, such as improved technology integration into the service process, training and development of competence of bureaucracy apparatus, and improved public participation mechanisms in policymaking.

**Keywords:** Evaluation, Efficiency, System Bureaucracy, Public Service, User Perspective and Beneficiaries.

### Introduction

In the context of public services, the effectiveness of bureaucratic systems is a key factor that determines the quality and satisfaction of service recipients. Effective bureaucracy is expected to be capable of delivering fast, accurate services to meet the needs of the public, as well as increasing public satisfaction. (Denhardt, J. V., & Denhardt, R. B. 2015). Effective bureaucracy is the key to providing quality, fast, and accessible services for all segments of society. This not only affects public perception of government, but also directly affects the public's well-being and satisfaction with the services they receive. (Yasmeardi et al., 2019). With an efficient bureaucratic system, the time and costs required to access public services can be minimized, which ultimately increases economic efficiency and encourages active public participation in various government programmes and initiatives.

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More than that, effective and responsive bureaucracy also has a strategic role in facing the socio-economic challenges and changing global dynamics. (Rahmawaty et al., 2022). In an era of digitalization and globalization like today, the ability of government institutions to adapt and innovate in public service is an important factor in supporting national growth and competitiveness. The effectiveness of bureaucracy is seen not only by how quickly services are provided, but also by how inclusive and adaptive they are to the needs and expectations of evolving communities. (Kuswati et al., 2023). Thus, improvements and upgrades in the bureaucratic system are essential to ensure that public services can remain relevant and provide maximum benefits to society. (Rohmat, A., & Elisanti, E. 2021).

However, various challenges are often found in practice, including cumbersome procedures, a lack of transparency, and a slow response to public needs. As a result, the achievement of optimum public service goals is often delayed or even failed. (Sadat, A., & Andika, R. 2022).

The perception of users and beneficiaries of the effectiveness of public services is an important aspect that needs to be evaluated. The evaluation by service users not only reflects the successful implementation of public policy, but can also be an indicator for measuring the success of the service function of a government institution in running its bureaucracy. Service user satisfaction becomes an important benchmark in evaluating and improving existing public service systems. (Syah, A. F. 2023).

The gap between policy designed at the top level and implementation in the field is often a real barrier in public service. A well-conceived policy at the planning level may fail to deliver the expected results because it is not adequately considered to the actual circumstances in the field. (Tohirin et al., 2024). The bureaucracy is often hit by the roughness of administrative procedures, the lack of competent human resources, and the inadequacy of supporting facilities. The inconsistency between the policy objectives and the realities of implementation can lead to frustration among people who do not receive the services they should get in an efficient and timely manner, undermining public confidence in government agencies. (Hartoko, S. 2020).

The causes of this gap may be due to a number of factors, such as a lack of effective communication between policymakers and implementers in the field, lack of adequate feedback from the public as a service user, and resistance to change within the bureaucratic system itself. (Arifuddin, N. 2021). Moreover, policies made without the active participation of various stakeholders tend to be less sensitive to specific local contexts. As a result, there are policies that are difficult to implement or even irrelevant to the needs of communities at the lower levels. Increased inter-agency cooperation and coordination, as well as empowerment of the public in policy-making and monitoring of implementation, are important steps in addressing these gaps and improving the efficiency of public services. (Bullock et al., 2020).

On the other hand, global challenges such as digitization, intergovernmental competition, and increasing demands from the public require reform and improvement of sustainable bureaucratic systems. Assessing the effectiveness of bureaucratic systems in providing public services needs to take into account the dynamics and needs of changing societies. (Kuswati et al., 2023).

Given the importance of this issue, the study aims to evaluate the effectiveness of bureaucratic systems in providing public services from a user and beneficiary perspective. By

understanding the various perceptions and evaluations that exist, it is expected to provide significant recommendations for improving and increasing the efficiency of bureaucracy in serving the public. This research will make important contributions to public service literature as well as state administration practices, in the context of bureaucratic effectiveness.

## **Research Method**

The method of research carried out in this study is literature. Literature research method is a research approach that involves the collection, analysis, and synthesis of data from existing literary sources, such as books, journal articles, and other official documents, to produce a new understanding or interpretation of the research topic. (Bungin, 2001; Moleong, 2007). In this method, researchers perform keyword searches for relevant material, which can include catalogues, indexes, and search engines to collect the required data. This technique is carried out by researchers to leverage the existing theoretical framework and results of previous research to form a strong foundation for their studies. It aims to identify patterns, trends, or gaps in existing literature, which can then be used as a basis for further research or practical applications in related fields. (Adi, 2021; Soekanto, 2007).

## **Result and Discussion**

### **Theory of bureaucracy**

Bureaucracy is the organizational system used in governmental or private agencies, characterized by clear hierarchies, firm division of work, formal rules, and standard procedures in the management of organizational operations. (Ting, M. M. 2003). Historically introduced by Max Weber, the term bureaucracy refers to the way an organization works in which each individual has clear roles, responsibilities, and authority in accordance with his or her position to the goals of an organization effectively. (Gaynor, A. K. 2012). Although often criticized for its slowness and inflexibility, bureaucracy remains an important system in regulating and regulating complex activities in modern administration, with the aim of achieving transparency, accountability, and fair service to the public. (Meisenbach, R. J., & Jensen, P. R. 2017).

An effective bureaucratic model must be able to adapt to changing environments and the needs of dynamic societies. One model developed to improve the efficiency of bureaucracy is the "Reformed Weberian Model of Bureaucracy." This modelins the basic principles of Weberian bureaucracy such as hierarchy, specialization, and formal rules, but adds elements of flexibility and adaptability. This reform is aimed at reducing rigidity and increasing organizational responsiveness to change. In addition, the model also emphasizes the importance of ethical values and accountability in bureaucratic practices, in the hope of reducing excessive bureaucracy and improving the quality of public services. (Anwaruddin, A. 2006).

Another model that is often applied is the "New Public Management Model" (NPM). This model introduces management practices from the private sector into the public administration, with a focus on efficiency, results orientation, and user satisfaction. The NPM encourages competition between units in public institutions and between the public and private sectors, privatization of certain services, and decentralization. Through emphasis on performance measurement and accountability, the NPM model aims to make the bureaucracy

more dynamic and flexible in responding to emerging challenges. (Christensen, T., & Lægreid, P. 2011).

Finally, the "Responsive Bureaucracy Model" highlights the importance of citizens' involvement in bureaucratic processes. The model focuses on cooperation between the bureaucracy with society and other stakeholders in policy formulation and implementation. Through dialogue and public participation, the bureaucracy is expected to be more sensitive to the needs and aspirations of society. This model strengthens the principles of democracy and transparency in public administration, so it is expected to increase public confidence in government institutions and improve the quality of services provided. (Rohilie, H. F. 2015).

### **Public Service Efficiency**

Public service effectiveness refers to the degree of success of government agencies in providing services that meet the needs and expectations of the public in a timely, accurate and satisfactory manner. It involves an assessment of how well a governmental organization has achieved its objectives, as well as the quality and quantity of services provided to the public. (Andrews, R., & Entwistle, T. 2010). Factors affecting the effectiveness of public services include the availability and ease of access to services, the transparency and accountability of processes, the level of professionalism and competence of staff, and the involvement and feedback from the community served. This effectiveness can be measured through performance indicators, public satisfaction surveys, and public service policy evaluations. (Andrews et al., 2017).

Effectiveness criteria in public service include a number of key dimensions that are often used to measure how well a government agency fulfils its obligations to society. The first criterion is the clarity and affordability of the services offered. This means that information about the service must be easily accessible and understood by the general public, and that the service should be available to anyone who needs it without significant obstacles. (Mustafa et al., 2020). Secondly, the speed and accuracy of the service is an important factor; people expect a quick and efficient response to their requests or needs. These criteria also include precision in the delivery of services, where the service must comply with what is promised or regulated by standards and regulations. (Bigsby et al., 2013).

In addition, the professionalism and attitude of the service officer are crucial criteria in determining the effectiveness of the public service. Officers who serve are expected not only to have relevant expertise and competence, but also to show a polite attitude, empathy, and responsibility towards users of the service. The next factor is the quality of services, which must meet or exceed the standards and expectations of the public (Chen, B. 2008). These include aspects such as accuracy, reliability, and security in the provision of services. Other efficiency criteria include ease in giving feedback and responsive complaint handling mechanisms, transparency of service processes, and results that have a real and positive impact on society. (Andrews, R., & Van de Walle, S. 2013). All of these criteria as a whole form the basis for evaluating the effectiveness of public service, which aims to increase public satisfaction and confidence in the government. (Werb et al., 2011).

Evaluation of effectiveness in the context of public service can be done through various methods, each of which has strengths and limitations. One method is "Performance

Measurement", where government agencies set specific performance indicators related to services provided. (Fishbein et al., 2002). These indicators can include service speed, user satisfaction, number of complaints received, and so on. The data collected through this measurement is then analyzed to assess how effective the agency is in providing its services. This approach allows the agency to identify areas that need improvement as well as recognize the achievements that have been achieved. (Majid et al., 2019).

Another method used is a "Customer Satisfaction Survey", in which the community of service users is asked to provide feedback about their experiences. These surveys may include questions about aspects such as service quality, official professionalism, ease of access, and speed of service (Pedrosa et al., 2020). The information obtained from these surveys provides a direct perspective of service users on the effectiveness of public services, enabling institutions to better understand the needs and expectations of users. In addition, "Self-Audit and Evaluation" by the agency itself or by an external agency can provide a comprehensive overview of service processes and outcomes, assessing aspects such as compliance with standards and regulations, cost efficiency, and the impact of services on the community. (Mustafa et al., 2020).

In implementing evaluation methods, it is essential for government agencies to ensure that the process is carried out regularly and systematically with the aim of sustainable improvement. This includes identifying weaknesses, formulating action plans to address problems, and proactively looking for ways to innovate and improve services. (Mittal, P. 2020). Evaluation of the effectiveness of public services is an essential process to ensure that government agencies continuously respond to the needs and expectations of the public in an effective and efficient manner. By using comprehensive evaluation methods, governments can improve the quality and affordability of public services, while building public confidence and satisfaction. (Shi et al., 2023).

In conclusion, the evaluation of the effectiveness of public services is a fundamental step in ensuring that the services provided by government agencies meet the standards and expectations of the public efficiently. Through the application of evaluation methodologies such as performance measurements, customer satisfaction surveys, as well as independent audits and evaluations, these institutions can gain valuable insights into their performance. A regular and systematic evaluation process enables the identification of areas that require improvement and inspires innovation in the provision of services. Thus, evaluation of effectiveness not only directly contributes to improving the quality of public services, but also helps in strengthening public confidence and satisfaction. Therefore, the adoption of a comprehensive evaluation approach is a critical step that needs to be continuously observed and enhanced by all government agencies for the common good.

### **The effectiveness of bureaucratic systems in providing public services**

The effectiveness of the bureaucratic system in providing public services is a crucial factor in improving the well-being and satisfaction of the public. (Denhardt, J. V., & Denhardt, R. B. 2015). An effective bureaucratic system is capable of responding to the needs of the people quickly, accurately, and fairly. This includes simplifying processes, reducing red tape or excessive bureaucracy, as well as increased transparency and accountability. (Yasmeardi et al., 2019). When bureaucratic systems are designed and operated with these principles, the public services

provided become more easily accessible, understood, and used by the general public. Furthermore, the efficiency of processes within the bureaucracy system contributes significantly to the reduction of time and costs required by both governments and the public. (Rahmawaty et al., 2022).

On the other hand, the reform and modernization of the bureaucratic system also plays an important role in improving the efficiency of public services. Innovations such as the use of information and communication technology (ICT) in the form of electronic government or e-government enable citizens to access government services more easily and efficiently. (Kuswati et al., 2023). Furthermore, training and competence development for the civil apparatus of the state (ASN) is also vital to ensure that they have the skills necessary to provide high-quality services to the community. (Rohmat, A., & Elisanti, E. 2021). Through these efforts, bureaucratic systems are not only more efficient, but also more adaptable to changing and evolving needs of society. (Sadat, A., & Andika, R. 2022).

To an effective bureaucratic system in public service, collaboration between government, the private sector, and civil society is key. A participatory approach to policymaking and evaluating public services enables input from various stakeholders to be taken into account, thereby increasing the relevance and effectiveness of the services provided. (Syah, A. F. 2023). Through inclusive planning, implementation, and evaluation processes, the bureaucratic system can be continuously adapted to meet the growing expectations of society. In the long run, these efforts will produce public services that are not only effective, but also inclusive and sustainable, making the bureaucracy system the backbone in meeting public needs in general. (Tohirin et al., 2024).

### **Users and beneficiaries of the public service provided**

The users and beneficiaries of the public service cover a wide spectrum of individuals and groups in society, all of whom have important roles in the evaluation and development of public services. (Denhardt, J. V., & Denhardt, R. B. 2015). Direct users of public services, such as health services, education, and infrastructure, usually have direct interaction with service providers and therefore provide direct feedback based on their experiences. (Yasmeardi et al., 2019). Beneficiaries, on the other hand, may not always be directly involved in the use of such services, but they feel the positive impact of their availability, such as improved quality of life due to better accessibility of public infrastructure or improved public health due to vaccination programmes. Both groups, both direct users and indirect beneficiaries, provide valuable perspectives to be taken into account in the planning, implementation, and evaluation of public services. (Rahmawaty et al., 2022).

Understanding the needs and expectations of users and beneficiaries supports the creation of effective and responsive public services (Kuswati et al., 2023). Through structured feedback mechanisms, such as user satisfaction surveys, focus group forums, and online platforms for complaints and advice, public service providers can receive critical input that helps identify areas for improvement as well as innovation in service delivery. (Rohmat, A., & Elisanti, E. 2021). It not only helps in continuously improving the quality of services but also increases public confidence and satisfaction towards service providers. The active involvement of users and beneficiaries in this process, therefore, is a key aspect of an efficient public service system,

which focuses not only on the provision of services but also on creating maximum value for society as a whole (Sadat, A., & Andika, R. 2022). They not only receive the output of the service, but also have a role as assessors and guides in the process of improving the service provided. Through effective feedback mechanisms and participation in the planning and evaluation of services, users and beneficiaries can help create services that are more responsive to the real needs of the community, improve the effectiveness and efficiency of public services.

## **Conclusion**

An evaluation of the effectiveness of bureaucratic systems in the provision of public services, taking the user and beneficiary perspective, shows that the interaction between the bureaucracy system and the society it serves is a crucial component for achieving optimal public service efficiency. The effectiveness of a bureaucratic system can be judged by how well the system responds to the needs and expectations of users and beneficiaries, which includes the availability, accessibility, quality, and smoothness of the public services provided. The ability of the system to adopt feedback and adapt to the changing needs of the community continuously plays an important role in improving the quality of service.

Assessing the effectiveness of bureaucratic systems also depends on aspects such as transparency, accountability, and public participation in policy-making and evaluation of public services. Collaboration between governments, the private sector, and civil society in designing and implementing reforms and service innovations, such as the use of technology in e-government, is key. Enhancing the competence and professionalism of the civil apparatus of the state through training and development also contributes significantly to the provision of quality services.

Thus, the effectiveness of the bureaucratic system in the public service depends heavily on its ability to interact dynamically with users and beneficiaries, accommodate their needs and expectations, and proactively carry out improvements and innovations. Through these efforts, the bureaucratic system can become more responsive, efficient, and accountable, while strengthening public satisfaction and confidence in the government.

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