

HARMONIZATION OF STATE ADMINISTRATION: ANALYSIS OF PUBLIC SERVICES IN THE CONCEPT OF GOOD GOVERNANCE

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Abstract

Harmonization of state administration and analysis of public services in the concept of good governance are very relevant topics in the context of public administration reform in many countries. Good governance emphasizes the importance of transparency, accountability, public participation, good rule of law, as well as efficiency and effectiveness in administering government. Harmonization of state administration refers to efforts to align various components of public administration so that they work efficiently and effectively in achieving government goals. This includes good coordination between government agencies, clear division of tasks, and integration of administrative processes to avoid overlap and promote optimal use of resources. Implementing the concept of good governance in public services requires commitment from the government and related parties to carry out reforms in the public administration system. This includes developing policies that support transparency and accountability, increasing the ability of institutions to provide quality services, and increasing community participation in decision making. Although the concepts of good governance and harmonization of state administration offer a strong framework for improving public service performance, their implementation is often faced with challenges such as corruption, lack of resources, and resistance to change from the parties involved. However, with a strong commitment from all relevant parties, it can be hoped that public administration reform can produce better, more efficient and more inclusive public services for all citizens.

Keywords: state administration, public services, good governance

INTRODUCTION

State administration in Indonesia is the backbone of effective and efficient government implementation. Manage various institutions and agencies, supporting the running of government from policy formulation to public services. Its existence is to ensure that government runs according to the principles of good governance: transparency, accountability and responsiveness. Under the coordination of the Ministry of State Apparatus

Empowerment and Bureaucratic Reform (KemenPAN-RB), this organization includes ministries, departments, agencies and other government units that carry out specific administrative functions. The main goal is to create a government system that is structured and able to provide the best service to the community (Wiryanto, 2018).

According to Arwanto, A., & Anggraini, W. (2022) state administration plays an important role in creating good governance. The smooth operation of government, the effective implementation of public policies, and the provision of community services are all made possible by an organizational structure that is both clear and functional. This is important to maintain public trust in the government and achieve sustainable development. State administrative organizations in Indonesia are the backbone of effective and efficient government implementation. Manage various institutions and agencies, supporting the running of government from policy formulation to public services.

Its existence is to ensure that government runs according to the accountability, responsiveness, and transparency tenets of effective governance. Under the direction of the Ministry of Bureaucratic Reform and State Apparatus Empowerment (KemenPAN-RB), this organization includes ministries, departments, agencies and other government units that carry out specific administrative functions. The main goal is to create a government system that is structured and able to offer the community the best services possible (Wang et al., 2018).

State administration plays an important role in creating good governance. The smooth operation of government, the effective implementation of public policies, and the provision of community services are all made possible by an organizational structure that is both clear and functional. This is important to maintain public trust in the government and achieve sustainable development (Rosenbloom et al., 2022). State administration plays an important role in planning and implementing public policy in Indonesia. As the main driver, state administration ensures that government policies are implemented effectively and efficiently. Public policy planning involves data collection, situation analysis, and evidence-based decision making. An example of this role is the preparation of the National Medium Term Development Plan (RPJMN), a five-year document that serves as a guide for all ministries and institutions in preparing work programs. This process involves collaboration between various government agencies to

identify development priorities, set targets, and formulate strategies for achieving them (Jorge, S., & Caruana, 2020).

Implementation of public policy includes resource allocation, coordination between institutions, as well as monitoring and evaluation to ensure policies run according to plan. For example, the Ministry of Health implements national health policies through programs such as vaccination, providing basic health services, and improving the quality of health services throughout Indonesia. The main function of state administration is to provide effective and quality public services, covering sectors such as education, health, infrastructure and social services, ensuring fair and equitable access for all citizens.

Public service is a basic service aspect for the state apparatus in accordance with paragraph 4 of the 1945 Constitution, which include safeguarding the entire Indonesian people and their heritage, promoting general welfare, educating the populace, and enforcing a global order predicated on social justice, independence, and perpetual peace (Dijkstra, 2018). Determining public service standards is inextricably linked to public sector performance. Without public service standards that serve as a guide for management when acting, it is impossible to claim that public sector management is comprehensive. Public service standards are minimal performance requirements that a public sector organization's government agency must meet (Nugraha, 2018). Each service unit must establish minimum service standards (SPM) in order to comply with these public service requirements. A wave of reform has rolled in demanding changes in all structures of state life. One of the backgrounds to the implementation of reform is that people are disappointed with the government. The government is unable to provide good services to the community. The people as owners of sovereignty no longer have rights (Abbott, K. W., & Snidal, 2021). The spirit of reform has colored the utilization of state apparatus with the demand to create a state administration that is able to support the smooth and integrated implementation of government administration duties and functions (Egeberg, M., & Trondal, 2018).

Providing public services quickly and precisely in the era of information and globalization which is so rapid and rapid, is absolutely necessary, because otherwise it will give rise to social unrest, even disintegration of the nation which will ultimately give rise to division and destruction of the nation and state (Ujkani, S., & Vokshi, 2019). Raising the standard of public education is impacted by the advancement of communication and information that is characterized

by the globalization of life. This also has an impact on people becoming more professional in managing work. In such conditions, time and service will be very valuable for society. Everyone wants to get fast and accurate service, because they always want to use their time as efficiently as possible. Apart from speed and accuracy, quality can be interpreted as satisfaction of service recipients (Keping, 2018).

RESEARCH METHOD

This research in-depth investigates the harmonization of state administration: analysis of public services in the concept of good governance using a literature review approach. The results include a comprehensive understanding of the meaning of good governance, the meaning of public services, realizing good governance through public services, and the concept of good governance through public services. Literature analysis involves an in-depth study of public service literature in the concept of good governance. With a strong conceptual foundation, this research makes an important contribution to enriching the discussion regarding how to analyze public services within the notion of good government.

RESULT AND DISCUSSION

Understanding Good Governance

Ramzy et al., (2019) stated that since it seeks to enhance government officials' performance or job output, the adoption of good governance concepts is crucial. In addition, putting good governance principles into practice might raise the possibility of change in government bureaucracy so that excellent public services and better public services can be realized. Because there are still many people in the community who think that public services carried out by the government bureaucracy still seem unprofessional, slow, and incur very high costs, the bad picture of government bureaucracy is still clearly visible in the eyes of the public. For instance, there is a lack of neutrality and community welfare, work procedures are not orderly, public service providers are unprofessional, corruption, collusion, and nepotism often referred to as KKN remain common, and state officials' work discipline is still lacking. The definition of good governance, according to Stenling et al. (2023), is "the activities of a government institution are carried out based on the interests of the people and applicable norms to realize the country's ideals."

Meanwhile, "How the government interacts with the community and manages resources in development" is what is meant to be understood as good

governance, according to Mlambo, V. H., Zubane, S. P., & Mlambo, D. N. (2020). The definition of good governance is provided by Government Regulation No. 101 of 2000, which states that it is "government that develops and applies the principles of professionalism, accountability, transparency, excellent service, democracy, efficiency, effectiveness, supremacy of law and can be accepted by the entire community."

According to the above definition, good governance or good government is the action of a government institution that is based on community interests and norms that apply to realize state ideals, wherein the community exercises its power through regulations at various related levels of state government. With various economic, social and political cultural resources. In general, good governance can be interpreted as the result of following the basic principles of good governance (Auriacombe, C., & Vyas-Doorgapersad, 2019). In actuality, everyone in society has long since adopted the fundamental ideas of good government. Even if the concept of good governance is straightforward, there are still a lot of people in the public who are ignorant of it and confused by it. Many people translate it simply that good governance is good governance. Since the government is only one of three main actors that make up the institution known as governance, governance in this context refers to more than just the composition and administration of the executive branch. In essence, the state needs to be able to establish favorable conditions in the areas of politics, economy, culture, society, security, and law. Regarding the tenets of good governance, Poniatowicz et al. (2020) state that they are as follows:

1. Professionalism, enhancing the skills and disposition of public administrators to enable them to deliver services that are simple, quick, accurate, and reasonably priced.
2. Accountability: decision-makers should be held more accountable in all areas where societal interests are involved.
3. Transparency, which enables the public and government to have mutual trust by disseminating information and simplifying the process of obtaining sufficient and correct information.
4. Excellent service, the execution of public services that include efficient processes, transparent pricing, reliable time, ease of access, comprehensive infrastructure and amenities, as well as amiable and orderly service
5. Democracy and participation, which promotes the freedom of all citizens to voice their opinions in matters of direct and indirect significance to the interests of society.

6. Effectiveness and efficiency, guaranteeing the community is served by making responsible and optimal use of the resources at hand.
7. The community as a whole may embrace the rule of law, which ensures equitable enforcement of the law for all parties without exception, upholds human rights, and pays heed to societal norms.

Understanding Public Services

Lindgren et al., (2019) stated that all service actions performed, either directly or via the assistance of public service providers, with the goal of meeting community needs and putting the provisions of duties and functions in accordance with the regulations stated in the legislation. Public services provided to the community are the duties and obligations of employees or state apparatus in government agencies who directly provide services in the form of goods or services so that satisfaction arises for recipients of the community or public services in line with the declared goals. In order to deliver services that are satisfactory. The following service principles must be met by service providers in order to satisfy service users:

1. Transparency is readily available, easily understood, and accessible to all those in need of it.
2. Accountability: in line with law provisions, one may be held accountable.
3. Requirements according to the circumstances, the recipient's skills, and the service provider's while upholding the concepts of efficacy and efficiency.
4. Associative promoting community involvement in the provision of public services by taking the needs, goals, and desires of the community into consideration.
5. Equitable Rights non-discriminatory in that it does not make a distinction based on factors such as gender, class, color, religion, ethnicity, or economic standing.
6. Equilibrium of Rights and Duties. Public service providers and recipients are required to uphold each other's rights and responsibilities.

Factors causing inadequate or poor public services provided (Lapunte, V., & Van de Walle, 2020):

1. There are poor government attitudes in providing services to people who need these services. State officials still tend to be selfish and only prioritize or prioritize personal needs.
2. Lack of knowledge, so that people just accept the conditions given by the state apparatus. This is caused by a lack of knowledge and critical power possessed by the community.

3. Lack of information, the lack of information that should be conveyed to the public is hampered for various reasons so that the process of conveying information does not run as it should.
4. Lack of responsiveness, this still often happens in various government agencies that provide public services. Starting from elements of public services, to officers administering public services to government agencies as those responsible for providing public services.
5. Submission of suggestions, complaints or aspirations from the community that are still ignored. Because basically the state apparatus still does not respond to suggestions and complaints issued by members of the public. As a result, services only run as they please and are carried out as they are, without any improvements to improve the service even better.

Ways to solve problems that often occur in an organization, especially in terms of public services (Osborne, 2018):

1. Development of Standard Operating Procedures (SOP). By improving Standard Operating Procedures (SOP), it is hoped that this will ensure that the service process provided to the public is in accordance with existing procedures and is consistent with the implementation of Standard Operating Procedures (SOP).
2. Determination of service standards. This service standard is intended to build a commitment to public service providers aimed at providing services to the community by providing a certain quality.
3. Development of Customer Satisfaction Survey. In order to maintain the satisfaction provided by public service providers to the community, the state apparatus must be able to maintain the assessment mechanism given by the public to the services provided by the state apparatus as public service providers.
4. Development of a Complaint Management System. The emergence of public complaints is information for the state apparatus so that they can find out the performance results that have been produced for the community so that the state apparatus is able to be consistent in maintaining the services it produces in accordance with established procedures. As time goes by, to realize good governance or good governance, it can start from providing public services to citizens.

Basically, to create good governance or good governance, there is a need for direct interaction or involvement between state officials and the community. By having an approach between the state apparatus and the community, this can bring closer relations between the state apparatus and the

community and find out how to provide services to people who need them and what the community needs. And how to provide excellent service in accordance with community needs. The essence of good governance is the provision of public services needed by society (de Haan et al., 2018). The implementation of good governance must be supported by the three pillars and implementation that runs well and in accordance with established procedures. By interconnecting these three the realm of businesses or the private sector as a market, the government or state and its machinery, and the people who use services or can also be called users of products from companies or the private sector, so that by maintaining the relationship between these three pillars it can help realize good governance or good governance together. If this burden is only placed on the government or state apparatus then in this case the success will be less than optimal and will require a very long and drawn out time. This government bureaucracy produces a service, so the government bureaucracy that provides public services is called a service factory. Public services here can also be called services that produce products that are invisible or can also be called intangible. This results from the engagement of a public service organization that seeks to address an issue within the community it serves with the governmental apparatus. Where this service factory is still very attached and could even be said to be closely related to corruption, collusion and nepotism or KKN, as well as market games that provide the highest possible rates so that people who are unfamiliar or less aware of this cannot use a bargaining position with these public service providers. (Bolden, R., Gulati, A., & Edwards, 2020).

Public services that are provided well can reduce the emergence of corruption, collusion and nepotism or KKN which usually occur frequently, as well as being able to reduce the existence of several extortions or illegal levies that are often encountered in the realm of public services. To realize good governance or good government, it can be directed at further improving government performance, the behavior of state officials as providers of public services to the community, as well as building commitment and concern between regional leaders and their officials with the aim of improving excellent and quality public services and improve services that have not been optimal to become more effective and of better quality.

Realizing Good Governance through Public Services

Good governance is a principle in governing government that allows public services to be efficient, the court system to be reliable, and administration to be accountable to the public (Khawaja, S., & Khalid, 2022).

Good Governance has the characteristics of accountability, transparency, openness and the rule of law so that it can achieve the goals and principles it adopts, a government idea that can be embraced by the community as a whole and that develops and applies the values of professionalism, democracy, openness, accountability, efficiency, and great service (Anggara, 2012). The implementation of good governance basically requires the involvement of all stakeholder constituents who are close to the community, both in the bureaucratic and community environments, and in the delivery of the services they provide.

The following are several ways that can be done to realize good governance through public services (Lamsal, B. P., & Gupta, 2022):

1. Through transparency and information.
Providing information that is easily accessible to the public regarding government policies, procedures and decisions by utilizing social media and official websites.
2. Build an effective system to respond to complaints or grievances from the public and provide clear answers. Listen to the views and opinions of the community by holding public meetings, public consultations and forums.
3. Professionalism, integrity and ethical values of government employees must be enhanced or communicated through best practices and stakeholder involvement. Because no matter how well a public service is designed, if it is run by people who have low integrity or ethics, it will not be run effectively, efficiently and economically.
4. Establishment of one stop public service (one roof public service), transparency of public service administration costs, creation of Standard Operating Procedures (SOP), and reform of the State Civil Service.

The services provided based on the concept of good governance are expected to make it easier for government officials to receive services in the future and provide the best service to the community without incurring large costs.

The concept of Good Governance through Public Services

Many Indonesians have long wished for good governance, however different people have different ideas about what it entails. The idea behind good governance is that higher standards of government will result from it, so that corrupt practices will be reduced and the concerns and interests of the people will receive greater attention from the government. Enhancing the efficiency of public services is crucial in order to the government, the public, and private sector players. Public services is where the three pillars of

governance interact the most. If the government can improve public services, society and market players will directly benefit (Brandsen, T., Steen, T., & Verschuere, 2018).

The existence building broad support in Indonesia for the implementation of good governance principles requires a high degree of trust between the government and non-governmental forces. A common translation of good governance is civil society, or just good governance. The use of services in line with democracy (administration of, by, and for the people), empowerment, and development management is another definition of good governance. bad or incorrect management in the application of governance (bad governance) is one of the reasons of this multifaceted catastrophe, as evidenced by a number of issues, such as the following factors: (1) the degree of influence one party has over another, which makes supervision difficult; (2) the incidence of KKK activities; and (3) the apparatus's subpar performance, particularly in terms of service delivery to the community or public in a variety of domains (Mensah, 2020).

Essentially, putting good governance into practice means providing the community with improved public services. Achieving these objectives requires reforming the bureaucratic framework. Bureaucracy hasn't always lived up to expectations thus far. Bureaucracy is often perceived as impeding government goals since it cannot be used to promote effectiveness and efficiency in the workplace. In addition to the government, the business community and the general public are also necessary for the implementation of reform. The creation of good public governance in state government administration, good corporate governance in the private sector, and the development of a strong civil society or larger community capable of assisting in the realization of good governance are the general forms of reform demands. Furqan et al. (2020) state that there are three pillars involved in governance: 1) government governance, which refers to government agencies and can be understood as good governance in government agencies; 2) public governance, which refers to business organizations and can be understood as good corporate governance; and 3) civil society or the larger community. These three pillars are fully connected and cannot be divided. Since all elements must work together to effect change, effective coordination and consolidation are necessary. We can draw the conclusion that if the three pillars of society, the private sector, and the government are unable to cooperate, particularly if they point fingers at one another, good governance will not be possible. Since good governance is a system that will be developed if its components function peacefully and

cooperatively in compliance with applicable laws and procedures, all parts are interconnected and cannot be separated. Governance, according to the State Administration Institute, is the process by which the state uses its authority to provide public goods and services. It was also underlined that, from a functional perspective, governance can be evaluated in terms of how well the government has operated in order to accomplish its objectives or, conversely, how well it has performed.

Good governance is understood in a variety of ways due to the wide range of viewpoints that have been used to explain the notion. However, generally speaking, good governance practices have a number of qualities and values that make them so. These include: 1) allowing non-governmental institutional actors to engage in government activities in an optimal way, which promotes collaboration between government and non-government institutions like civil society and market mechanisms; 2) the practice of good governance includes values like efficiency, justice, and responsiveness, which help the government function more effectively in achieving shared prosperity; and 3) good governance practices are the administration of government that is free from corrupt practices and focused on the public interest. Therefore, the realization of openness, law enforcement, and public accountability is regarded as a sign of good government management. The primary obstacle to Determining how to combine the three is the first step in creating excellent governance aforementioned traits into the day-to-day operations of government. Naturally, implementing It is not an easy undertaking to implement these three improvements in Indonesian government administration. The governance tradition of today still differs greatly from the qualities mentioned above (Rasul, I., & Rogger, 2018).

Strong synergy has not been able to be developed because of the continued extreme inequality and the roles that non-governmental groups and the government play in one another are not proportionate. The government needs to approve and put into action effective strategies in order to develop good governance practices. These strategies can be implemented gradually, taking into account the capabilities of the executive branch, the community, and the free market, so long as the three attributes of government administration are consistently realized as a result of the changes. Creating public service delivery that embodies the ideals associated with good governance is one tactical way to advance good governance in Indonesia. The government can investigate customs and values that are seen as beneficial (local knowledge) from earlier government administrations and then

incorporate them into the operations of the current government bureaucracy. This is one method of creating a new culture inside government bureaucracy. In addition, by studying and copying best practices from other nations, the government can likewise develop its bureaucracy in Indonesia by (Handayani, F. A., & Nur, 2019).

Arundel, A., Bloch, C., & Ferguson, B. (2019) stated that the basic principle underlying the difference between the concept of governance and traditional The basis of governance patterns is the widespread desire for society including industry and non-governmental organizations to play a larger role and for the role of government to be diminished are increasingly being improved and access is becoming more open.

CONCLUSION

From the research it can be concluded that harmonization of state administration and analysis of public services in the notion of good government are topics that are very relevant in the context of public administration reform in many countries. Good governance emphasizes the importance of transparency, accountability, public participation, good rule of law, as well as efficiency and effectiveness in administering government.

Harmonization of state administration refers to efforts to align various components of public administration to ensure their effective and efficient operation in achieving government goals. This includes good coordination between government agencies, clear division of tasks, and integration of administrative processes to avoid overlap and promote optimal use of resources.

Good One of the primary markers of good governance is the provision of public services. Some relevant aspects in this analysis include:

1. **Quality of Service:** Good public services must be responsive to community needs, easy to access, and provide effective solutions.
2. **Transparency:** Service processes must be transparent, so that the public can understand how decisions are made and how resources are used.
3. **Accountability:** Those responsible for public services must be responsible for their choices and actions.
4. **Public Participation:** Involving the public in the decision-making process can increase government legitimacy and ensure that the policies made satisfy the community's demands.
5. **Justice:** Public services must be fair and non-discriminatory, treating all citizens equally.

6. Efficiency and Effectiveness: Efficient use of resources in the provision of public services is essential to ensure that desired results can be achieved with minimum cost and time.

Implementing the concept of good governance in public services requires commitment from the government and related parties to carry out reforms in the public administration system. This includes developing policies that support transparency and accountability, increasing the ability of institutions to provide quality services, and increasing community participation in decision making.

Although the concepts of good governance and harmonization of state administration offer a strong framework for improving public service performance, their implementation is often faced with challenges such as corruption, lack of resources, and resistance to change from the parties involved. However, with a strong commitment from all relevant parties, it can be hoped that public administration reform can produce better, more efficient and more inclusive public services for all citizens.

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