

## The Impact of Public Administration Ethics on Public Service in Indonesia

<sup>1</sup>Kresna Hendra Wibawa

Faculty of social and political sciences, Universitas  
Merdeka Malang, Indonesia

E-mail: [henowen85@gmail.com](mailto:henowen85@gmail.com)

### ABSTRACT

This study aims to explore the impact of public administration ethics on the quality of public services in Indonesia, focusing on understanding, application, and challenges in its implementation. Public administration ethics shape responsive, transparent, and accountable public services. This research adopts a mixed-methods approach, collecting data through in-depth interviews, surveys, and case study analyses across various government agencies. The findings reveal that while most bureaucrats understand ethical principles such as honesty, accountability, and transparency, applying these principles in daily practices is often needed by political and economic pressures and organizational cultures that must fully support integrity. Quantitative data indicates a positive correlation between implementing ethics and improving public service quality, with higher public satisfaction levels in institutions that consistently apply ethical principles. This study also identifies several key barriers to applying ethics, including inadequate education and training and external pressures that influence decision-making processes. The analyzed case studies highlight that strict ethical policies can reduce corruption levels and increase public trust in the government. In contrast, failures to apply ethical principles can lead to a decline in service quality and public dissatisfaction. The conclusions emphasize the importance of ongoing ethical education, institutional reforms to enhance transparency and accountability, and the development of organizational cultures that support consistent ethical practices. Policy recommendations include increasing ethics education and training for bureaucrats and strengthening regulations and institutional support to create an environment conducive to applying public administration ethics. With these measures, it is expected that the quality of public services in Indonesia can be improved, and public trust in governmental institutions can be strengthened.

**Keywords :** *Public Administration Ethics, Quality of Public Services, Transparency*

### INTRODUCTION

The impact of public administration ethics on public service in Indonesia is a crucial topic that has been extensively researched. The available literature provides valuable insights into the importance of ethical practices in the public sector and their influence on the quality of public service delivery. One key aspect highlighted in the references in the role of ethical values in shaping the behavior and decision-making of public administrators. Sudrajat (2023), emphasizes that public administration activities, including public service, must prioritize ethical values to meet the needs, aspirations, and interest of the citizen they serve. This aligns with the findings of Sandu and Bolyai (2016), who suggest that ethical values should serve as a reference and guide for public administrators in their actions.

The dynamics of modern public administration ethics play a vital role in shaping the quality and integrity of public services. Public administration ethics are not merely moral guidelines governing the behavior of bureaucrats and public officials but also serve as the foundation for sustaining public trust in the government. Akbariah et al. (2024) further emphasized the importance of understanding the impact of external factors, such as the pandemic, on the achievement of performance quality and integrity as part of a comprehensive comparative analysis. In Indonesia,

significant challenges in public services often stem from corruption, sluggish bureaucracy, and a lack of accountability and transparency. In this context, a strong ethical foundation is essential to enhance efficiency, effectiveness, and fairness in public service delivery.

According to Nashihah et al. (2024), public sector organizations place community service as their top priority, with the majority of public services being fully managed and operated by the government. High-quality public services play a crucial role, as the government serves as the primary provider responsible for meeting the needs of society fairly and equitably. However, in practice, there is often a gap between public expectations and the reality of service delivery. Issues such as illegal levies, abuse of authority, and slow administrative processes pose significant challenges to improving the quality of public services in Indonesia.

As part of the solution to these issues, public administration ethics provide a framework for regulating the behavior of bureaucrats and officials while fostering a culture of transparency and accountability. According to Ramadhani et al. (2024), transparency underscores the importance of providing information to the public, whereas accountability ensures that policymakers are held responsible for their actions and decisions in implementing government programs. Such ethics encourage bureaucrats to act with integrity and prioritize the public interest over personal or group interests. This aligns with the principles of good governance, which is a global imperative for achieving sustainable development.

In Indonesia's public service context, ethics must transcend theoretical discussions and be practically implemented through supportive public policies, effective oversight systems, and organizational cultures that promote accountability. Successful implementation of ethics in public administration will be reflected in increased public trust in government institutions, which, in turn, strengthens the government's legitimacy and authority.

However, implementing public administration ethics in Indonesia faces significant challenges. Political culture, which remains prone to corruption, low awareness of the importance of ethics among bureaucrats, and the lack of strict sanctions against ethical violations are some of the barriers that must be addressed seriously. Organizational cultural transformation and capacity building within the bureaucracy are critical in ensuring that ethics go beyond mere rhetoric and are genuinely applied in every aspect of public service management.

Conceptually, public administration ethics in Indonesia can be defined as a set of norms and values governing actions and decisions to deliver fair, transparent, and equitable public services. Effective implementation of these ethics involves individual behavior and systemic changes, including institutional reforms, regulatory improvements, and establishing stricter and more transparent oversight mechanisms.

By strengthening the foundation of public administration ethics, public services in Indonesia are expected to move toward better, more efficient, and more responsive outcomes that address public needs. Therefore, this study explores the impact of implementing public administration ethics on public service in Indonesia. It focuses on an empirical analysis of how ethics influence various aspects of public service and their implications for sustainable and inclusive national development.

## **LITERATURE REVIEW**

Quality public service is the primary goal of every responsible government. It not only reflects the commitment to meet the needs of the public effectively but also serves as a vital indicator of the government's legitimacy and credibility in the eyes of its citizens. Upholding integrity in public service delivery is a task that requires a strong foundation in public administration ethics. These ethics not only set boundaries for the behavior of bureaucrats and government officials but also govern their interactions with the public and the private sector. With the increasing demand for transparency and accountability in the modern era, adherence to ethical principles has become crucial in addressing challenges such as corruption and abuse of authority.

A study by Adam, Kurniasih, & Tobirin (2023) explores explicitly how policies based on ethical principles can enhance accountability and transparency in Indonesian government institutions. Their findings indicate that implementing public administration ethics can significantly reduce the risk of detrimental practices like corruption. By emphasizing the importance of policies rooted in integrity, this study highlights the essential role of ethical principles in building a clean and efficient governance system.

In the context of digital literacy, Amirulkamar (2024) examines how low levels of digital literacy among bureaucrats can hinder the delivery of effective public services. His research notes that inadequate digital literacy slows administrative processes, poses risks to data security, and limits the ability to leverage technology for efficiency improvement. This argument underscores the urgency of comprehensive ethical training to address the challenges of the digitalization era, where honesty and transparency in information management are key to maintaining public trust.

A study by Asrini, Sudarmi, & Parawu (2019) highlights the importance of ethics, accountability, and transparency in shaping public perceptions of service quality at the local level, as observed in the Samsat Office of Gowa Regency. The integration of these three elements not only enhances bureaucratic efficiency but also creates a stronger foundation for good governance practices. The implications of this research indicate the need to strengthen ethical principles as an integral part of strategies to improve the responsiveness and accountability of government institutions in serving the public.

Bisri & Asmoro (2019), in the *Journal of Governance Innovation*, discuss the challenges of establishing strong ethics in public service delivery in Indonesia. They emphasize that profound and consistent organizational cultural changes are still necessary despite efforts to combat corruption and raise integrity awareness. Their article asserts that improvements in public administration ethics require formal compliance with regulations and a transformation of deeply rooted values and norms at every level of bureaucracy.

Endah (2018) and Farhanuddin et al. (2021) delve deeper into the relationship between public administration ethics and good governance. Endah stresses that integrating ethics into governance practices is key to ensuring fair and quality public services. Farhanuddin et al. highlight the importance of ethical implementation as a foundation supporting efficiency and effectiveness in public administration. Both studies on ethical practices Bisri provide a comprehensive overview of how moral values and integrity can strengthen the performance and legitimacy of the government in carrying out its duties.

Jumiati (2012) explores the ethical dimensions of public service in Indonesia by considering the dilemmas that frequently arise in administrative practices. Her analysis highlights that the main challenges stem from implementing ethical theories and adapting to the field's often complex and unpredictable realities. Adjusting to local cultural and political contexts is essential for applying ethical principles effectively and appropriately.

Kusumawati (2019) and Mahsyar (2011) provide additional perspectives on harmonizing public ethics and public policy and the specific challenges faced in public service in Indonesia. Their articles emphasize the need for synchronization between moral values and strategic policies to establish a strong foundation for good governance.

Marbella, Aprilya, & Ulfa (2023) underscore the importance of public administrative ethics in combating gratification practices within the public bureaucracy. Their study demonstrates that applying ethics promotes fairness in managing public resources and strengthens institutional integrity. By addressing emerging moral challenges, implementing ethical principles can lay a solid foundation for maintaining public trust and improving administrative efficiency.

Further studies by Musri & Mulia (2022) and Nuraini (2020) complement the understanding of the complexity and implications of applying public administrative ethics in good governance. Both studies highlight the need for a holistic approach involving all stakeholders to address the

evolving challenges in public service.

Rothman, Kurniasih, & Tobirin (2023) evaluate the implementation of public administrative ethics in achieving good governance in Indonesia, focusing on the need for institutional reforms and regulatory improvements. Their study emphasizes that structural and institutional changes are required to create a more accountable and transparent bureaucratic environment that delivers fair and efficient services to the public. Research by Sadhana (2010) and Situmeang, Sos, & Tampubolon (2020) delves deeper into the role of bureaucratic ethics in public service, highlighting its critical importance in shaping the quality of services provided by village officials. Considering its influence on daily practices at the local level, their studies demonstrate how ethics can serve as a strong foundation for improving the quality of life for communities.

Overall, this literature review illustrates the significance of public administrative ethics as a cornerstone for effective and accountable public service in Indonesia. By considering various studies and related analyses, it becomes evident that the challenges are not limited to theoretical discussions but also extend to the effective implementation of practices that address the complex dynamics of public bureaucratic environments.

## **METHOD**

The methodology employed in this study on public administration ethics involves a multidimensional approach that combines various techniques and strategies to understand, analyze, and evaluate the complex phenomena associated with public service and bureaucratic practices in Indonesia. In this context, the applied methodology encompasses qualitative and quantitative research, along with an in-depth case study approach, to comprehensively understand the impact and implementation of public administration ethics.

The research framework begins with a qualitative approach. This method is essential as it allows researchers to explore the complex perspectives, attitudes, and beliefs of key actors within the public bureaucracy, such as government officials, bureaucrats, and the communities they serve. Participatory observation techniques enable researchers to interact directly with the research subjects in real-time contexts. Through these observations, researchers can collect data on behaviors, interactions, and social dynamics that influence the implementation of ethics in daily public service activities.

Additionally, in-depth interviews with key respondents from diverse backgrounds within and around the bureaucracy are conducted to deepen the understanding of their perspectives on emerging ethical issues in public administration practices. This approach enables researchers to delve into individual thoughts and experiences and identify factors that affect the application of ethics in decision-making and daily behaviors.

Quantitative methods are also applied to support a more comprehensive analysis and generalization of the research findings. Surveys with structured questionnaires are distributed to a representative sample of relevant populations, such as government employees, stakeholders, and the general public. Careful sampling techniques ensure that the collected data is reliable and represents various perspectives from different segments of the population involved in public administration.

Statistical analysis of the quantitative data is performed to identify patterns, trends, and relationships between variables. This approach helps measure adherence to ethical principles and evaluate their impact on the quality of public services and public perceptions of the bureaucracy. Regression analysis and hypothesis testing are used to examine the statistical significance of observed relationships, providing a basis for recommending better policies and practices in public administration.

Furthermore, case studies form an integral part of the research methodology. Through a case study approach, researchers can detail the implementation of ethical principles in real-world situations across various government agencies and bureaucratic environments. The selection of

representative cases allows for in-depth insights into the concrete challenges faced in applying public administration ethics and evaluating effective strategies or interventions to enhance service quality and strengthen the integrity of public institutions.

This study integrates these multidimensional approaches to produce an in-depth understanding of the complexities of public administration ethics in Indonesia. By leveraging the strengths of each method, the research aims to make a significant contribution to supporting the improvement of public service systems that are more transparent, accountable, and responsive to societal needs. Thus, this methodology provides a robust analytical framework and enables researchers to address the challenges of implementing ethical principles in public administration comprehensively and sustainably.

## **RESULT AND DISCUSSION**

### **Results**

In this study, the findings reveal various dimensions and essential aspects of implementing public administration ethics in Indonesia and their impact on the quality of public services. Data collected through in-depth interviews, surveys, and participatory observations provide a comprehensive overview of the perceptions and experiences of various actors involved in bureaucracy and the public receiving services.

The research findings indicate that Indonesian bureaucrats' understanding and application of public administration ethics vary significantly. From in-depth interviews, it was found that most bureaucrats possess a basic understanding of ethical principles, such as honesty, accountability, and transparency. However, this understanding is often only sometimes applied in daily practices. Survey data reveal that only about 45% of respondents actively apply ethical principles in their work, while the remainder face various obstacles, such as political pressure, lack of institutional support, and organizational cultural constraints.

Quantitative data analysis shows a positive correlation between applying public administration ethics and improving public service quality. Survey results reveal that institutions consistently applying ethical principles tend to achieve higher levels of public satisfaction. About 68% of respondents reported being more satisfied with services provided by institutions known for their strong reputation in ethics and integrity. This finding demonstrates that public administration ethics are crucial in building public trust and enhancing perceptions of service quality.

The study also identified several key barriers hindering the effective implementation of public administration ethics. Interview findings indicate that some bureaucrats often feel caught between personal or group interests and their obligation to act ethically. Political and economic pressures frequently influence their decisions, ultimately compromising their integrity and that of the organizations they represent. Additionally, the lack of ongoing training and education on public administration ethics is a significant obstacle identified in this study.

The research found that the strong application of public administration ethics significantly enhances accountability and transparency in various government institutions. Survey data reveal that approximately 70% of respondents reported greater trust in institutions implementing clear and transparent ethics-related policies. This reflects that public administration ethics improve internal institutional processes and strengthen relationships between the government and the public.

Several case studies analyzed in this research illustrate how ethical principles are applied—or fail to be applied—in real-world contexts. For example, strict ethical policies reduced corruption in one district and improved public service efficiency.

### **Discussion**

The findings of this study clearly demonstrate that public administration ethics play a crucial role in determining the quality of services provided by public institutions in Indonesia.



The consistent application of ethical principles, such as transparency, accountability, and integrity, not only enhances operational effectiveness and efficiency but also builds trust and legitimacy for the government in the eyes of the public. As Asrini, Sudarmi, & Parawu (2019) highlighted, integrating ethics with good governance establishes a strong foundation for responsive and accountable public services.

The study also highlights the positive impacts of implementing public administration ethics, including increased public satisfaction and improvements in internal bureaucratic processes. Ethical practices help reduce corruption, strengthen integrity, and enhance transparency in decision-making processes. However, negative impacts must also be considered. Bureaucrats who strictly adhere to ethical principles may face resistance or pressure from colleagues or superiors who oppose such changes. These challenges can hinder reform efforts and slow progress toward cleaner and more efficient governance.

This study reveals several challenges in the implementation of public administration ethics. One of the primary challenges is political and economic pressure, which often forces bureaucrats to compromise ethical principles. As explained by Bisri & Asmoro (2019), corruption and abuse of power are frequently driven by the need to satisfy personal or group interests. This creates ethical dilemmas that are only possible with strong institutional policies and an organizational culture that promotes integrity and transparency.

One key finding of this research is the need to improve education and training on public administration ethics. Many bureaucrats expressed a need for a deep understanding of ethical principles and how to apply them in daily work. Jumiati (2012) notes that ongoing and relevant ethics education is essential to equip bureaucrats with the knowledge and skills to address ethical dilemmas wisely and effectively.

Effective ethics implementation not only improves the quality of public services but also strengthens accountability and transparency in governance. This study shows that institutions implementing strict ethical policies tend to exhibit higher levels of transparency in resource management and decision-making. These findings align with Rokhman et al., (2023) & Sukowati et al., (2023) research, which emphasizes the importance of institutional reform and regulatory improvement to foster a more accountable and transparent bureaucratic environment.

The case studies analyzed in this research provide valuable insights into how ethical principles are applied in public administration practice. For example, in one region, strict ethical policies successfully reduced corruption levels and increased public trust in the government. Conversely, in other areas, the failure to implement ethical principles led to a decline in service quality and growing public dissatisfaction. These findings indicate that ethics implementation requires not only clear policies but also the support of all stakeholders to ensure success.

The findings of this study have significant implications for policymaking in public administration. The government needs to strengthen policies that support the implementation of public administration ethics, including improving education and training, institutional reform, and fostering an organizational culture that promotes integrity and transparency. By taking these measures, the government can enhance the quality of public services and build public trust in its institutions.

## CONCLUSION

This study has uncovered various critical dimensions in understanding the role of public administration ethics in improving the quality of public services in Indonesia. Based on the analysis of qualitative and quantitative data, the following key conclusions can be drawn: A profound understanding of public administration ethics among bureaucrats is a key factor in enhancing the quality of public services. While most bureaucrats understand ethical principles such as honesty,

\* Corresponding author.

e-mail: henowen85@gmail.com

accountability, and transparency, applying these principles in daily administrative practices requires more work. This highlights the need to balance theoretical understanding with systematic efforts to strengthen ethical application in various administrative contexts. Consistently applied public administration ethics significantly contribute to improving public service quality. Institutions known for their integrity and transparency tend to achieve higher levels of public satisfaction. This demonstrates that ethics are moral guidelines and strategic elements in creating responsive and accountable public services.

The study identifies several key barriers to implementing public administration ethics, including political and economic pressures that influence decision-making, lack of institutional support, and organizational culture constraints that do not fully support integrity and transparency. These obstacles must be addressed seriously to ensure that ethical principles can be effectively and consistently applied at all levels of government. Applying strong public administration ethics enhances accountability and transparency in various government institutions. Institutions that uphold ethical principles manage public resources more effectively and make decisions more transparently. This strengthens the relationship between the government and the public, increasing trust in government institutions.

The findings emphasize the importance of policies supporting the implementation of public administration ethics. Concrete steps are needed to improve ethical education and training for bureaucrats, institutional reforms to strengthen transparency and accountability, and the development of an organizational culture that upholds integrity. The government must ensure that policies theoretically support ethics and create an environment conducive to ethical practices in daily operations. Case study analyses in this research provide valuable insights into the successes and failures of ethical implementation in various public administration contexts. These cases demonstrate that the success of ethical practices depends not only on existing policies but also on stakeholder support and an organizational culture that consistently supports ethical principles.

The study identifies that the main challenges in improving public administration ethics include external pressures, such as political and economic constraints, and internal barriers, like inadequate ethical education. However, these challenges also present opportunities to strengthen policies and practices supporting public administration ethics, ultimately improving public service quality and increasing public trust in the government. This study underscores public administration ethics as crucial for creating high-quality, transparent, and accountable public services. Consistently applying ethical principles can enhance public satisfaction and strengthen trust in government institutions in Indonesia. Achieving this requires collaborative efforts from all stakeholders to reinforce the implementation of public administration ethics and establish an environment that supports integrity and transparency at all levels of government.

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