



Political Power Influences Public Administration System to Achieve Good Governance (Case Study in the General Directorate of Corporate Services, Ministry of State Administration-MAE)

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ABSTRACT

Good governance is the main objective in the implementation of good government. This research specifically investigates political power to support the achievement of these goals. By using descriptive qualitative method, through in-depth analysis of research objectives such as Understanding causal relationships, identifying key factors, developing a conceptual model, and providing recommendations. This research finds that excessive political intervention in the bureaucracy is a complex problem with deep roots in Timor-Leste's state institutions. The main factors contributing to this problem include an unstable political system, a strong culture of political patronage and institutional weakness significantly influencing the decline of bureaucratic professionalism, conflict of interest, political instability, nepotism and collusion. In addition, this research also identified other factors that play an important role in achieving good governance, such as Recruitment of Civil Servants, Absence of clear roles for Employees, Uncomfortable Working Space, Lack of Facilities for Civil Servants, and Filing Systems. These findings underline the importance of formulating public policies to maintain the neutrality of civil servants, enhance the capacity of civil servants, and build public confidence in their implementation, enforcement of laws and regulations and the proper placement of civil servants. It is hoped that the results of this research can serve as a basis for the government of Timor-Leste to formulate effective and accountable policies.

INTRODUCTION

Timor-Leste in the era of independence, began to carry out the process of national development, a part that is considered important is the public administration system to be able to perform government duties and provide public services efficiently to ensure the realization of good governance, the country's administration system each, whether a developed country or a newly developed country, a big country or a small country must have its own system of administration that adapted to the situation and conditions of each country.

The Constitution of the Democratic Republic of Timor-Leste, Article 137 which establishes the principles of public administration “(1). Public Administration shall seek to respond to the public interest, with respect for the rights and legitimate interests of citizens and institutions and (2). Public Administration is structured to prevent excessive bureaucracy, provide more accessible services to the people and ensure the contribution of individuals with an interest in its efficient management.”¹ From these two points, public administration legitimizes public services and anticipates a lot of bureaucracy to provide assistance to the people and ensure good management and recruitment of civil servants as state servants. public administration is an important foundation for effective, efficient and accountable government administration. It regulates how public institutions perform their duties and functions to serve society and achieve state objectives.

Good governance is a concept that describes how effectively a government function. It is essentially a measure of how well a government serves its people. Good governance is also essential for a healthy democracy and a prosperous society. Working together, citizens and governments can strive to achieve good governance.

In his book *Politics and Administration*, Goodnow (1900) argued that there are two main functions of government that are different from each other. These two main functions are politics and administration. Politics according to Goodnow must carry out political or create thoughts and interests for the state. While administration is defined as something related to the implementation of policies.² This view shows that the need for a balance between political influence and bureaucratic professionalism is key to building a good public administration system and realizing good governance, through the implementation of various strategies and efforts to strengthen institutions and increase community participation in law enforcement and build a healthy political culture and an effective public administration system, accountable and transparent.

The problems that state institutions are currently facing, especially in terms of human resources are very complex, in many areas of work that are not the same as the level of education and skills of each person, the era of digitalization is very demanding in science and technology knowledge, applied in public institutions that will compete in quality according to the service provided. The competition arises with the objective of improving and maintaining the image of state institutions in society.

Politics is the access or pathway to Power, ideally that the organizational structure, Culture and communication set up allows work relatives to have access to power opportunities. Interdependence between divisions,

departments or organizational functions is necessary increases in intensity. Harmony cooperation, managing conflict of interest in the organization is the factor to be studied within the organization (Tyson, 1992).

LITERATURE REVIEW

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Politics in the organization are the actions taken by individuals in the organization to fight for their own interests (Colquitt et al., 2011). The interpretation of this view shows that politics in the organization is a complex and multifaceted phenomenon that extends to all areas of organizational life.

According to Sinamora (in Sutrisno, 2018:5), Human resource management is the use, development, evaluation, provision of compensation and management of each member of an organization or group of workers.⁷ Sinamora's definition provides a comprehensive understanding of the important role of human resources in organizations.

Weber (1947), that the ideal bureaucracy is based on the relationship between the authority to place and appoint subordinate employees by determining their respective duties and obligations and orders carried out in writing, arrangement and personal promotion based on certain rules (2011: 51).

Hughes (1994: 4-9) states that public administration is the activity of serving the public and/or the activity of civil servants in implementing policies obtained from other parties".⁹ Public administration focuses on serving the needs and interests of society. This involves providing effective and efficient public services because it considers the public administration is responsible for implementing policies that have been determined by other parties, such as the legislature or the executive. It is to introduce policies into concrete actions.

In a dynamic era marked by technological developments, global environmental changes, and society's increasingly high expectations of public services, public administration is at an important crossroads in the face of rapid and complex change, transformation public administration is key to ensuring efficient and quality services to the community (Sepriano, et al., 2023).

Widodo (2001:241) states that ethics of state administration is a form of control over state administration in order to perform its duties, functions and authority.¹¹ The important role of bureaucracy in the life of the state so bureaucracy has great potential to bring positive change to society, but this depends heavily on the quality and integrity of its bureaucrats. Widodo sees the bureaucracy as a very powerful control mechanism in state administration.

RESEARCH METHODS

In finding the solution to the problems regarding this research, the researcher used the qualitative approach research method. Sugiyono (2012:8) defines qualitative research as a research method used to examine the condition of natural objects, while qualitative descriptive research is described according to the respondent's opinion, according to the research question, then analyzed

according to the respondent's behavior, reduced, triangulation, concluding and checking. Therefore, this research uses the type of Descriptive Case Study with accidental respondents namely determining key informants based on opportunity, which will focus on the in-depth design of a phenomenon with the objective of providing a comprehensive understanding of the case "How Political Power Influences System Public Administration to Achieve Good Governance".?

A data source in qualitative research is anything that can provide information or data needed to answer the research question. This data is generally descriptive, rich in meaning, and obtained directly from the field.

Primary data is data collected and processed by research directly from the object being studied (respondent) and secondary data is data obtained from some organization or institution.

Therefore, in this research, the researcher terminated 5 (five) key informants as primary data such as:

Table 1. Key Informant

Key Informant Human	People
Civil Servant General Directorate of Corporate Services 2	2
Civil Society Organization 1	1
Ordinary Community 1	1
Academic 1	1
Total 5	Total 5

Secondary data are the results of previous research relevant to the research topic, books, newspapers, articles and other reading sources related to the research topic as well as relevant statistical data.

RESULTS AND DISCUSSION

Theoretical Implications

Theories of political power offer different perspectives on how power shapes, is used, and influences various aspects of society, including public administration systems. The concept of good governance is an important reference to evaluate the performance of a country. However, good governance cannot be separated from the influence of various factors, one of which is political power. Political power, both formal and informal, has significant implications for the design, implementation and effectiveness of public administration systems. The influence of political power on the public administration system is a complex and multidimensional phenomenon. Several factors can influence whether and how political power influences the bureaucracy.

Table 2. Theoretical Implications

Political System	<ol style="list-style-type: none"> 1. Democracy: In a democratic system, political power in theory comes from the people and is exercised through the mechanism of general elections. However, political parties, interest groups and powerful individuals can still influence public policy and the bureaucracy. 2. Authoritarian: In authoritarian systems, political power is concentrated in one person or a small group, so their influence over the bureaucracy is overwhelming and often arbitrary. 3. Hybrid: Many countries have political systems that mix democracy and authoritarianism. In this system, the influence of political power on the bureaucracy can vary depending on the balance of power between different political actors.
Government Structure	<ol style="list-style-type: none"> 1. Separation of Powers: The clearer the separation between legislative, executive and judicial powers, the lower the chances of abuse of power by either party. 2. Decentralization: The degree of decentralization of power can affect bureaucratic autonomy at the regional level. The higher the level of decentralization, the greater the autonomy of the bureaucracy in decision-making. 3. Party System: Multiparty party systems tend to produce more complex coalition governments and can weaken the influence of a single party on the bureaucracy.
Political Culture	<ol style="list-style-type: none"> 1. Democratic Values: Societies with strong democratic values tend to value transparency, accountability, and public participation in government. This can limit the influence of arbitrary political power. 2. Collusion: If the culture of collusion and nepotism is entrenched in society, it will be difficult to establish a clean and efficient bureaucratic system.
Economic Factors	<ol style="list-style-type: none"> 1. Economic Dependence: Countries that depend heavily on certain sectors or other countries tend to be more susceptible to the influence of economic forces in political decision-making. 2. Wealth Distribution: Unequal distribution of wealth can lead to the concentration of political power in the hands of a few people or groups, thereby affecting public policy and bureaucracy.
Social Factors	<ol style="list-style-type: none"> 1. Ethnic and Religious Identities: Conflicting ethnic and religious identities can lead to fierce political competition and influence public policy. 2. The Role of Civil Society: Strong civil society can be a counterweight to political power and encourage government to be more transparent and accountable.
International Factor	<ol style="list-style-type: none"> 1. International Pressure: Pressure from other countries or international organizations can influence domestic politics, including policies related to bureaucracy. 2. Foreign Aid: Countries receiving foreign aid often have to comply with conditions set by donors, which may affect domestic political autonomy.

The influence of political power on the public administration system is a complex phenomenon and varies between countries. To build an effective and efficient bureaucratic system, there needs to be a balance between political

power and bureaucratic autonomy. Additionally, it is important to establish a strong oversight system to prevent abuse of power.

To achieve good governance, efforts are needed to reduce the negative influence of political power on the public administration system. Some steps that can be taken include: 1). Strengthen Democracy: Strengthen democracy through free and fair elections, as well as protect civil and political rights; 2). Transparency and Accountability: Increase transparency in decision-making and policy implementation, and strengthen accountability mechanisms; 3). Community Participation: Provide wider space for the community to participate in the decision-making process; 4). Bureaucratic Reform: Conduct bureaucratic reform to increase bureaucratic efficiency, effectiveness and accountability; 5). Strengthen Supervisory Institutions: Strengthen the independence and authority of supervisory institutions. Political power has a very significant influence on the public administration system. To achieve good governance, efforts are needed to balance political interest with public interest. Thus, the public administration system can function optimally to serve the interests of the community.

Implications for Practice

The ongoing phenomenon in Timor-Leste is that official appointments are based solely on subjectivity, emotional relationships and political interests. The consequence is that when there is confidence in a position but does not have the capacity to resolve the concerns of society, inappropriate placement has implications for the state administration system is not performed effectively. People elected through political decisions obey the elected superiors who elect them because of political and psychological loyalty; worse when they have been trusted but do not know much about the structure and functions, they perform. There are some considerations that sometimes these appointments are based on experience, but in some parts appointments with political considerations affect the performance of services to weaken the public administration system.

The reality of the mandate of one government to another clearly shows that the current public administration system cannot escape from political influence so civil servants willingly or unwillingly must involve themselves in politics because if they do not support political officials, then they do not occupy strategic positions in government. When a state administration is led by political party officials oriented to each political party, there is often a new institutional formation or some new units within a ministry, because of the interest in taking into account party people in position to lead an institution that has been formed or establish a new institution.

The practice of abuse of power in government institutions often appears in the recruitment process of civil servants in Timor Leste, we all know that the Public Service Commission regulates the operationalization and recruitment according to the request of Ministries and direct and indirect state institutions during this time but there is also political power from legitimate entities to conduct recruitment in each institution that produces employees who called staff dead soul. The connotation of civil servants is that people who are recruited use political power to work in government institutions according to the periodic governance based only on the needs and policies of accommodation of party militants who do not look at merit, literary ability,

experience and others , Such recruitment is without the knowledge of the Public Service Commission.

The implementation of good governance in East Timor is a long and complex process. Despite progress, there are still many challenges to be overcome. With strong commitment from the government, international support and active community participation, Timor-Leste has the potential to become a better country. Positive efforts made by the government of Timor-Leste: 1).Declaration of Commitment: The Government of Timor Leste has publicly expressed its commitment to the principles of good governance. This is reflected in the various policies and programs that have been rolled out; 2).International Cooperation: Timor Leste actively collaborates with various countries and international organizations to obtain technical and financial support to build its government capacity; 3).Public Sector Reform: Efforts to reform the public sector continue, including increasing the professionalism of the state public service, improving the planning and budgeting system, and strengthening supervision; 4).Infrastructure Development: The Government focuses on developing basic infrastructure to improve people's quality of life and support economic growth.

The real phenomenon that occurred in the research site according to observation and discussion results identified some aspects that imply the implementation of good governance principles in the General Directorate of Corporate Services are: 1).Recruitment of Civil Servants: The recruitment of civil servants who do not meet the requirements of the job is a complex problem that requires a comprehensive solution. To improve the recruitment system and human resource management with digitalization system because technology has changed the recruitment landscape significantly. By utilizing a variety of digital tools and platforms, it is possible to recruit faster, more effectively and more transparently; 2) Absence of clear roles for the Employee: The absence of clear roles for a Public Servant can have a significant negative impact, both on the individual and the organization they serve. Without clear roles, civil servants will feel uncertain about what is expected of them. This can lead to chronic anxiety and stress. Thus, work motivation will decrease because they will feel that they have no purpose in their work and it is difficult to focus and work effectively; 3).Uncomfortable Work Space: Inadequate work space requires an integrated solution in order to create a more comfortable, productive work environment and support the achievement of organizational goals. A cramped and uncomfortable workspace can disrupt concentration and reduce employee productivity. Decreased work productivity due to an uncomfortable and inadequate work environment can reduce motivation, employee morale and decrease the quality of public services because restless and less productive employees will have difficulty providing adequate services. 'good for the public; 4). Lack of Facilities for Civil Servants: Lack of facilities for civil servants in government institutions, especially the General Directorate of Corporate Services in the Ministry of State Administration, is also a problem. This condition can have a negative impact on the performance of employees in public services, providing adequate facilities, the government not only improves the welfare of employees, but also increases productivity and quality of public services through the provision of facilities such as computers, internet

and others; 5). Archiving System: Poor archiving system in government institutions is a frequent problem and has a serious impact on service efficiency, accountability and quality of public services. Many employees don't understand the importance of managing records properly. They often regard archives as mere documents that need to be kept, ignoring their historical and administrative value. This problem can be caused by a variety of factors, ranging from a lack of awareness of the importance of good file management to limited resources.

Practical implications in the context of Good Governance refer to the direct consequences or impact of actions or policies taken by the government. These actions can be public policies, government programs, or even the everyday behavior of officials. Every action taken by the government, big or small, will have a certain impact on society and the country as a whole.

Table 3. Practical implications of Good Governance

Positive Implications	Negative Implications
<ol style="list-style-type: none"> 1. Increasing Community Welfare: Good policies, such as social assistance programs, infrastructure development, or improving the quality of public services, will have a direct impact on improving community welfare. 2. Economic Growth: Appropriate economic policies, such as bureaucratic reform, deregulation, and investment in productive sectors, can encourage sustainable economic growth. 3. Strengthen Democracy: Good democratic practices, such as free and fair elections and the protection of human rights, will strengthen the democratic system and increase public participation. 4. Transparency and Accountability: Implementing the principles of transparency and accountability in government will increase public trust in government and reduce corrupt practices. 5. Social Justice: Social justice-oriented policies, such as equal distribution of wealth and protection of minority groups, will create a more just and harmonious society. 	<ol style="list-style-type: none"> 1. Poverty and Inequality: Inappropriate or inconsistent policies can exacerbate problems of poverty and social inequality. 2. Corruption: Corrupt practices can hinder development, damage the country, and reduce public trust in government. 3. Human Rights Violations: Human rights violations by government or state officials can tarnish the country's image and cause instability. 4. Gap between Government and Society: Lack of communication and public participation in decision making can create a gap between government and society. 5. Legal Uncertainty: Unclear or inconsistent laws and regulations can create legal uncertainty and discourage investment.

Poor individual performance will directly impact overall organizational performance. Increased Operational Costs but Inefficiency in work can lead to wastage of time and resources. Public servants who are not satisfied with their jobs tend to look for other jobs. A high turnover rate will increase the cost of recruitment and training of recruited employees. Damage to the reputation of an organization's performance decreases because of internal problems, the organization's reputation will be affected because employees come every day to sit and do nothing. Obstacles in achieving the objectives of the organization

because without the optimal contribution of each individual, so the organization will have difficulty in achieving its stated objectives. The principles of good recruitment are 1).Transparency: The entire recruitment process must be open and transparent; 2).Accountability: All stages of recruitment must be accountable; 3). Objectivity: The evaluation of potential employees should be based on facts and should not be influenced by subjective factors; 4).Fairness: All potential employees should be given an equal opportunity; 5).Efficiency: The recruitment process should be carried out effectively and efficiently.

Recruitment of civil servants is a crucial process to build a quality and professional state apparatus. This process not only involves selecting competent employee candidates, but also ensuring that they have a high level of integrity and dedication to serving the community.

Table 4. Steps of Good Employee Recruitment

1. Requires Planning	<ul style="list-style-type: none"> • Position Analysis: Determine the duties, responsibilities, and qualifications required for each position. • Workload Analysis: Evaluate the amount of work to be done and the resources required. • Shape Formulation: Determines the number and type of employees required based on the results of the job analysis and workload.
2. Selection Announcement	<ul style="list-style-type: none"> • Dissemination of Information: Through the mass media, official websites, or notice boards. • General and Specific Requirements: Specify requirements for education, work experience, age, and other qualifications.
3. Registration	<ul style="list-style-type: none"> • Document Collection: Potential entrants submit specified application documents. • Document Verification: Ensure completeness and accuracy of application documents.
4. Administrative Selection	<ul style="list-style-type: none"> • Document Evaluation: Compare the application documents with the determined requirements. • Announcement of Selection Results: Determine the participants who pass to the next stage.
5. Competency Selection	<ul style="list-style-type: none"> • Written Test: Measures general knowledge, specific knowledge, and logical thinking skills. • Practical Test: Measures technical ability and skills relevant to the position. • Interview Test: Assesses communication skills, personality, motivation, and developmental potential. • Psychological Tests: Measures emotional intelligence, interests, personality and other potentials. • Health Testing: Ensure that potential employees are in a healthy physical and mental condition.
6. Announcement of Final Selection Results	<ul style="list-style-type: none"> • List of Passed Participants: Announced openly and transparently.
7. Nomeasaun no Pose	<ul style="list-style-type: none"> • Contract Signing: Successful employee candidates sign an employment contract. • Inauguration: The inauguration ceremony as a civil servant.

CONCLUSIONS AND RECOMMENDATIONS

To achieve good governance, there needs to be a balance between politics and administration. The bureaucracy needs to have autonomy to perform its duties professionally, but remain under political supervision. Meanwhile, politicians need to consider the interests of the state and society when making decisions, not just the interests of political groups or parties. The role of bureaucracy in the implementation of public policies influenced by political interests is very complex. On the one hand, bureaucracy plays an important role in implementing public policy. On the other hand, political interest can hinder bureaucratic performance. To overcome this challenge, joint efforts are needed from various parties to strengthen the government system and improve the quality of public services.

Political Power Influences Public Administration System to achieve Good Governance requires important aspects such as: 1).Maintaining neutrality: Bureaucrats must be able to maintain political neutrality while performing their duties; 2).Capacity building: Bureaucrats need to continuously build their capacity and competence to meet increasingly complex challenges; 3).Build public trust: The bureaucracy must work hard to build public trust through transparency and accountability; 4).Enforcement of Laws and Regulations: Firm and consistent enforcement of laws and regulations against all parties without discrimination including politicians and public servants who use their power to do things according to their wishes, rebuild a healthy and democratic political culture where the interests of the people are the main priority and political leaders support ethical values and accountability as a fundamental basis for the realization of a healthy democracy to reflect democratic values such as tolerance, participation, responsibility and the rule of law; 4).Proper placement of employee: Proper placement of civil servants is a key factor in improving organizational performance and quality of public services. By placing civil servants in positions that correspond to their competencies, organizations can maximize human resource potential, increase productivity, and provide better services to the community.

The attribution of positions and the placement of employees that do not correspond to a person's abilities are common problems in the world of work that can cause various problems, both for individuals and organizations. When a person is given a position that does not match their skills, knowledge, or experience, it can hinder performance, reduce motivation, and even cause failure in achieving organizational goals so it is considered that proper placement is an investment a long-term important for the organization.

Political power influences the public administration system has great potential to improve the quality of government. However, to achieve this goal, it requires joint efforts from various parties, including government, academia, civil society, media, individuals and the private sector. Commitment and joint efforts can create a democratic, advanced and prosperous society. It is true that Timor-Leste has adopted a multi-party system that offers many benefits to democracy, including better representation, healthy competition, political

stability and innovation. However, this also has various challenges, such as political fragmentation, political instability, and complexity in decision-making.

Excessive political intervention in bureaucracy is a complex problem with deep roots. The main factor contributing to this problem includes: 1). Unstable Political System: An unstable political system and frequent changes in the ruling party can lead to uncertainty in policy and more frequent political interventions. Short election cycles often encourage political officials to focus more on short-term interests, such as winning votes in the next election, than on building good systems of government; 2). Strong Culture of Political Patronage: A strong culture of political patronage, where access to resources and opportunities is determined by political relationships, is a major cause of political intervention. There is often collusion between politicians and bureaucrats for personal interest, so it is difficult to separate political interest from state interest; 3). Institutional Weaknesses: Institutions responsible for the recruitment of civil servants such as the Public Service Commission and supervisory institutions such as the Ombudsman for Human Rights and Justice, the State Inspectorate General, the Anti-Corruption Commission often face obstacles to carry out their duties, so it is difficult to prevent and eliminate corruption which is often related to political intervention.

The phenomenon of political recruitment is the process of choosing, selecting and appointing individuals to occupy bureaucratic positions in the government system. Consideration of political factors, such as party affiliation, political support, and ability to garner public support. In the context of public administration, political recruitment has significant implications such as: 1). Decline of Bureaucratic Professionalism: The top priority in political recruitment is often political loyalty, not technical competence. This can reduce the quality of public services and hinder rational decision-making; 2). Conflict of Interest: Political officials who also have other business or political interests can lead to conflicts of interest and corruption; 3). Political Instability: Frequent changes in political officials can lead to political instability and hinder the implementation of long-term development programs; 4). Nepotism and Collusion: Political recruitment gives rise to the practice of nepotism and collusion, in which strategic positions are given to family, relatives, or people closely related to political officials.

Every action taken by the government has far-reaching and complex implications. To achieve good governance, the government needs to carefully consider the impact of each policy taken. In addition to this, the government also needs to involve the community in the decision-making process and ensure that the policies taken are truly beneficial to the community. It is an important space for Timor-Leste to ensure the professionalism of a civil servant through a merit system so as to ensure that bureaucratic positions are filled by competent and professional people. The other side also needs to increase accountability and rigorous supervision to minimize the risk of corruption, nepotism and collusion.

Bureaucratic positions are filled based on competence conducted through open competitive selection according to qualifications and experience. Position rotation is part of expanding employee experience and knowledge.

Performance appraisal is an important measure that is conducted periodically to ensure employee performance according to established standards. Although the merit selection model is considered ideal, its implementation in the field will certainly face various challenges such as political pressure can influence the recruitment process, especially for strategic positions so the quality of human resources will remain an issue due to the availability of candidates who meet qualifications for some positions will be limited by experience and ability.

FURTHER STUDY

This research still has limitations, so further research is needed related to the topic of Political Power Influences Public Administration System to Achieve Good Governance (*Case Study in the General Directorate of Corporate Services, Ministry of State Administration-MAE*) in order to perfect this research and increase insight for readers.

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