

Analysis of Government Administration Systems in Indonesia, Malaysia, Vietnam

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ABSTRACT

This research analyzes the administrative systems in Indonesia, Malaysia, and Vietnam, focusing on decentralization, regional autonomy, good governance, public service, accountability, transparency, efficiency, and effectiveness. These three countries have different approaches to managing public administration, influenced by their respective political systems, history, and socio-economic conditions. In Indonesia, decentralization and regional autonomy are prominent because of the strengthening of the role of local governments, although challenges in terms of accountability and coordination between levels of government still exist. With its federal system, Malaysia shows a high efficiency level in administration but faces issues of transparency and public participation. Meanwhile, Vietnam, as a socialist country, centralized administration in the central government, but started to reform to improve efficiency and accountability. This study found that the success of public administration reforms in the three countries depends on applying good governance principles, including strengthening accountability, transparency, and efficiency of the administrative system. The study makes an important contribution to developing public administration systems in developing countries to achieve effective governance that is responsive to the needs of the people. Although the three countries have made progress in some sectors, the main challenges still revolve around improving transparency, strengthening accountability, and managing resources efficiently

INTRODUCTION

This research aims to analyze the administrative systems in Indonesia, Malaysia and Vietnam with a focus on the implementation of decentralization, regional autonomy, good governance, public services, accountability, transparency, as well as effectiveness and efficiency. The results of the analysis are expected to provide policy recommendations that can improve the quality of public administration in each country. Public administration is the main instrument in carrying out government functions to serve the community. In the context of Indonesia, Malaysia and Vietnam, government administration systems are influenced by the political, economic, social and cultural frameworks of each country. An effective administrative system relies heavily on the application of principles such as decentralization, regional autonomy, good governance, public services, accountability, transparency, as well as effectiveness and efficiency in managing resources and services. Decentralization refers to the delegation of authority from the central government to regional governments to strengthen local capacity in managing public administration and services. According to recent research, decentralization in Indonesia after the 1998 reform created opportunities for regions to be more independent in setting policies (Bahl, 2021). In Malaysia, the decentralization model is more limited due to its strong federal structure, while Vietnam adopts administrative decentralization that is centrally controlled through the communist party (Nguyen & Tuan, 2020). Good governance is an important basis for improving public administration governance.

The principles of good governance, such as participation, accountability, transparency and the supremacy of law, influence the quality of public services in all three countries. Indonesia, Malaysia and Vietnam have challenges in implementing this principle, especially in ensuring there is a balance between the roles of the center and regions in decision making (Rahman et al., 2022). Optimal public services are an indicator of the success of the government administration system. Studies comparing public services in Indonesia, Malaysia and Vietnam show that service effectiveness is strongly influenced by the level of government accountability and transparency (Truong & Le, 2023). In public service reform. Accountability and transparency are pillars in creating a credible administrative system. Research shows that countries with high levels of transparency tend to have more effective and efficient administrative systems. In this regard, Malaysia is considered superior to Indonesia and Vietnam, although all three face challenges in consistently enforcing this principle (Kamaruddin & Yusof, 2021). Effectiveness and efficiency are the main parameters in assessing the performance of an administrative system.

Governments in the three countries are trying to increase efficiency in resource management, although they often face complex bureaucratic obstacles and corruption (Firman, 2022). Bureaucratic reform and digitalization are strategic solutions to overcome this problem. This research is also expected to contribute to the development of public administration theories with a focus on the government systems of developing countries, as well as offering recommendations for governments in the three countries to improve the effectiveness of their administrative systems. It is hoped that a better understanding of the differences and similarities in the administrative systems in Indonesia, Vietnam and Malaysia can become a reference for developing better state administration policies in the future, both at the national and local levels.

LITERATURE REVIEW

Government Administration Theory

Government administration is an activity that involves implementing public policies, managing resources, and coordinating between institutions to achieve state goals and community welfare. As a scientific discipline, government administration studies the ways governments organize, manage, and implement policies at the national and local levels (Shafritz, Russell, & Borick, 2011).

Basic Concepts of Government Administration Systems

The government administration system refers to the structures, procedures and mechanisms used by the government to carry out its duties in managing the country. This definition emphasizes the importance of the administrative role in implementing policies, which includes the decision-making process, distribution of resources, and delivery of services to the public. For example, in government administration systems in developing countries, the role of local governments in providing public services is crucial, whether through providing education, health and basic infrastructure services (Rosenbloom, 2014).

In general, government administration aims to optimize the use of state resources in order to meet public needs and support state stability. Along with political and social developments, government administration systems often adapt to the demands of the times. Therefore, government administration also includes managing relations between central and regional governments and society, which differ in each country.

Government Administration Models

1. Centralization vs. Decentralization

One of the basic concepts in government administration is the relationship between the central government and regional governments, which can be centralized or decentralized. In the system centralization, major decisions are made at the central level, and local governments have a more limited role. On the contrary, in the system decentralization, authority and responsibility are delegated to local governments to manage certain affairs more independently (Bardach, 2012).

In countries like Indonesia, the implementation of decentralization has been the main policy since the 1998 reforms, which gave local governments greater autonomy in managing public resources and services. This aims to increase the efficiency and effectiveness of local government administration, as well as responding more specifically to community needs (Friedrich, 2017).

On the other hand, Malaysia implementing a government administration model that tends to be more centralized with some elements of decentralization at the state level. Even though states have authority in several matters, national policies are still taken by the central government (Sukmadinata, 2016). In Vietnam, the government administration model is more centralized because this country has a strong government system under the control of the Vietnamese Communist Party (VNC, 2018).

2. Regional autonomy

Regional autonomy is a form of decentralization that gives regional governments the authority to regulate and manage their own regional household affairs without direct intervention from the central government, except in cases that are regulated by law. Regional autonomy is important to ensure that decisions taken by regional governments are more responsive to the needs of local communities.

In Indonesia, the implementation of regional autonomy began in 2001 through Law no. 22 of 1999 which was later refined by Law no. 32 of 2004. Regional autonomy aims to provide freedom to regions in managing resources and making decisions that are relevant to local needs (Agustino, 2014). This shows an effort to reduce inequality between central regions and more isolated regions.

Meanwhile, Malaysia introduced a decentralized system at the state level, but remained within a strong central policy framework. The state in Malaysia has the authority to manage several sectors, such as local government and regional development planning (Hassan, 2015). Meanwhile in Vietnam, although there have been efforts to increase decentralization in several sectors, regional autonomy is still very limited because this country maintains a very centralized government system (Le, 2020).

3. Good Governance

Draft good governance or good governance is becoming increasingly important in discussions of government administration. Good governance involves principles such as transparency, accountability, participation and responsiveness in government management. Good governance does not only focus on administrative efficiency but also on aspects of social justice and equitable distribution of resources.

Implementing good governance in government administration in Indonesia, Malaysia and Vietnam has its own challenges. In Indonesia, although there have been strong efforts to increase transparency and accountability through various bureaucratic reforms, the challenges of corruption and slow bureaucracy are still major problems (Widodo, 2019). In Malaysia, although transparency is more enforced, supervision of public policies is often influenced by political interests (Abdul Razak, 2018). Meanwhile in Vietnam, although there are efforts to improve government that is more transparent and accountable, tight political

control often limits public participation in the decision-making process (Nguyen, 2020).

Government Administration System in Malaysia

The government administration system in Malaysia has unique characteristics due to the combination of the principles of federalism and centralization in the government structure. The country adopts a federal model of government, which grants certain powers to the states, while major strategic and policy decisions remain in the hands of the central government. This structure allows for a division of power between the central and state governments, which in turn influences the way the state manages government administration and public services.

Malaysia implements a federal government system with 13 states And 3 federal territories (Kuala Lumpur, Putrajaya and Labuan). Each state has a government headed by a Minister It's big and has a board legislature itself. Although the states have authority in some matters, such as in matters of religion, education, and local government, most major policies and major decisions are taken by the central government, led by the Prime Minister. Minister (Hassan, 2015).

Structurally, government administration in Malaysia consists of three main branches: executive, legislative and judicial. The central government, represented by the Prime Minister and his cabinet, is responsible for national policy concerning foreign affairs, defense and macroeconomics. State governments, while having the freedom to regulate local affairs, remain subject to the basic principles established by the federal constitution. One example of government administration policy in Malaysia is the formation of Jabatan Perkhidmatan Awam (JPA), which regulates bureaucratic administration at the central and regional levels, and focuses on efficiency and transparency in public services (Sukmadinata, 2016).

Implementation of Regional Autonomy

The implementation of regional autonomy in Malaysia is limited to certain states and is not as strong as in countries with more open decentralized systems. Although Malaysia is a federal country, the role of states in strategic decision making is strictly limited by federal law. Some states, such as Selangor, Penang, And Sabah, has more power in local government affairs, including in terms of budget allocation for infrastructure and social policy. However, for broader policies, such as economic policy and foreign policy, major decisions remain in the hands of the central government (Cheong, 2019).

Regional autonomy in Malaysia also focuses on managing domestic affairs, such as managing natural resources and setting local policies in the education and religious sectors. However, when it comes to larger matters, the central government still plays a dominant role to ensure uniformity of policy across the country. This is reflected in the formation of the State Safety Council which provides guidance to states in terms of security and order policies (Abdul Razak, 2018).

Administrative Efficiency

Administrative efficiency in Malaysia is often associated with bureaucratic reform policies initiated in the early 1990s, which aimed to improve the quality of public services and government transparency. One important initiative is the formation of *Perkhidmatan Awam Malaysia* (Malaysian Public Service) which is tasked with ensuring that all government bureaucracies operate with the principles of efficiency, effectiveness and responsibility (Rahman, 2017). In addition, various policies regarding the use of information technology in public administration have also been implemented to increase the speed of service to the public. *e-Government Program Malaysia*, which was launched in 2000, aims to simplify government administration processes and provide more responsive services to the public (Sukmadinata, 2016).

However, despite efforts to improve administrative efficiency, challenges remain, especially in coordination between central and state governments. Some states that have greater autonomy sometimes experience difficulties in aligning policies and procedures with central policies, which can affect the efficiency of public services (Abdul Razak, 2018).

The Role of the Private Sector in Public Services

The role of the private sector in public services in Malaysia has grown rapidly, especially in the context of providing basic infrastructure and services. One of the main policies that integrated the private sector in government administration was the privatization program, which began in the 1980s. This program involves the private sector in the provision and management of public services, such as the provision of clean water, transportation and health, with the aim of increasing efficiency and reducing the government's fiscal burden (Cheong, 2019).

The private sector also has an important role in infrastructure development in the country, with many large projects managed through public-private partnerships (PPP). For example, the mass transportation system project in Kuala Lumpur involves collaboration between the government and private companies in its financing and operations. The success of this partnership has increased efficiency in managing public transportation in big cities (Rahman, 2017). In addition, the private sector plays a role in increasing innovation in public sector management, especially through the use of information technology and digitalization.

This study provides a theoretical and empirical basis for analyzing administrative systems in Indonesia, Malaysia and Vietnam. By referring to the keywords decentralization, regional autonomy, good governance, public services, accountability, transparency, and effectiveness and efficiency, this research aims to achieve a comprehensive understanding through the following approaches:

- A. Understand the concepts of decentralization and regional autonomy The literature aims to identify how decentralization and regional autonomy are implemented in the three countries and their impact on public administration. According to Rondinelli and Cheema (2020), decentralization can increase the efficiency and responsiveness of local governments if accompanied by strong accountability mechanisms. Another study emphasizes the importance of balancing regional autonomy

and central government control to prevent administrative dysfunction, especially in countries with different government structures such as Vietnam (Nguyen, 2021).

- B. **Analyzing the Implementation of Good Governance Principles** This literature research aims to evaluate the extent of the principles good governance implemented in Indonesia, Malaysia and Vietnam. Good governance, according to Kaufmann et al. (2019), involves transparency, accountability, participation and effectiveness in public governance. This literature will map the practices and challenges of implementing these principles in the three countries to identify the factors that influence their success (Rahman et al., 2022).
- C. **Evaluating the Quality of Public Services** The aim of this literature is to understand how the quality of public services was improved through administrative reform in three countries. In this context, a study by Truong and Le (2023) shows that digitalization and technological innovation can accelerate the transformation of public services, but their effectiveness depends on the readiness of infrastructure and human resources. The literature will also explore how decentralization policies contribute to improving services at the local level.
- D. **Explain the relationship between accountability and transparency and administrative performance** Another aim is to explain how accountability and transparency affect the effectiveness and efficiency of administrative systems. Kamaruddin and Yusof (2021) show that strong accountability can increase public trust, while transparency helps prevent corruption. In the context of Indonesia, Malaysia and Vietnam, the literature will analyze the successes and challenges in implementing these two principles in the public sector.
- E. **Measuring the Effectiveness and Efficiency of the Public Administration System** This literature aims to measure the effectiveness and efficiency of administrative systems through performance indicators such as service time, budget management, and policy impact. Firman (2022) highlights that the effectiveness of public administration in Southeast Asia is often hampered by complex bureaucracy, but technology-based reforms can be a long-term solution. This analysis will provide a comparative perspective on how Indonesia, Malaysia and Vietnam have improved their public administration performance.

METHODOLOGY

This research uses a qualitative descriptive approach with a comparative study method to analyze the administrative systems in Indonesia, Malaysia and Vietnam. This approach is considered appropriate because it allows an in-depth exploration of the phenomenon of public administration by comparing the application of the principles of decentralization, regional autonomy, good governance, public services, accountability, transparency, effectiveness and efficiency in the three countries. Research Approach This research uses a descriptive qualitative approach which aims to understand the phenomenon in depth in the unique context of each country. According to Creswell and Poth (2022), a qualitative approach allows researchers to analyze complex data by focusing on patterns, relationships and context.

Comparative Study Method (Comparative Study) The comparative study method is used to understand the differences and similarities in administrative systems in Indonesia, Malaysia and Vietnam. George and Bennett (2021) emphasize that comparative studies are useful in analyzing contextual and institutional factors that influence policy implementation in different countries. Data collection techniques are obtained from official documents, scientific journals, government reports and other relevant secondary data. This study uses reports from international institutions such as Transparency International to measure transparency and accountability. Data were analyzed using content analysis techniques to identify main themes in public administration policies in each country (Erlingsson & Brysiewicz, 2022). Data Analysis Techniques are used to validate data by comparing results from various sources, such as official documents, interviews, and academic literature. Denzin (2021) explains that triangulation increases the accuracy and credibility of research results. This research uses thematic analysis to identify main themes relevant to research keywords, such as decentralization, regional autonomy, good governance, public services, accountability, transparency, effectiveness and efficiency. This technique allows for a deep understanding of the context and patterns in the data (Braun & Clarke, 2021). Comparisons were made to identify different implementation patterns between the three countries.

This allows for an in-depth evaluation of how political, social, and economic contexts influence public administration systems. Theoretical Framework This research is based on theories of public administration and governance, including Decentralization Theory by Rondinelli and Cheema (2020), which emphasizes the importance of power sharing in increasing local responsiveness. The Good Governance Model by Kaufmann et al. (2019), which highlights the principles of transparency, accountability and participation in public governance. Theory of Administrative Effectiveness and Efficiency by Osborne and Gaebler (2021), which focuses on the importance of innovation and performance management in the public sector.

Expected Results: This research is expected to produce: Mapping of public administration systems in Indonesia, Malaysia and Vietnam based on main indicators. In-depth analysis of the advantages and disadvantages of each system in terms of decentralization, good governance, and effectiveness of public services. Policy recommendations to improve the quality of public administration in the countries studied.

RESULTS AND DISCUSSION

The administrative government system is an important foundation in state administration and management of public resources. In the context of developing countries, an efficient, transparent and accountable administrative government system determines the success of development and the welfare of society. This system not only plays a role in decision making, but also in implementing appropriate public policies to achieve state goals. Therefore, analysis of administrative government systems is very important to understand the various challenges countries face in managing state apparatus and facilitating better public services. Indonesia, Vietnam and Malaysia are three countries in Southeast Asia that have different historical, social, cultural and political backgrounds, but have similar challenges in terms of administrative government management. These three countries have unique characteristics in their government structure and approach to state administration which have a direct impact on government governance, the quality of public services, and public satisfaction with the state apparatus. Although these three countries share similar challenges in facing globalization, developments in information technology, and societal demands for increased government transparency and accountability, the way they respond to and implement administrative policies is greatly influenced by differences in their respective political structures, government systems, and administrative traditions.

Indonesia, as the largest archipelagic country with more than 270 million inhabitants, faces major challenges in terms of administrative and government decentralization. With a republican government system that adheres to the principle of decentralization, Indonesia implements regional autonomy which gives regional governments the authority to regulate and manage government affairs at the local level. However, this also brings major challenges in coordinating between central and regional governments and ensuring uniformity and accountability in the implementation of public policies.

Vietnam, which has a long history of centralized government systems, especially since the post-war socialism era, implemented a more centralized government system. Although the country has experienced various economic reforms since 1986 through policies Ddrivei MUhi (Vietnamese Perestroika), the administrative government structure in Vietnam remained more centralized, with strong control from the central government over policies implemented at the local level. This influences the way the Vietnamese government faces challenges in terms of resource management, public services and policy implementation.

Malaysia, as a multiracial and multicultural federated country, adopts a government system that combines elements of federalism and centralism. Despite granting autonomy to the states, the central government has great influence in setting policies and ensuring uniform administration across the country. In this context, the administrative system in Malaysia tends to prioritize efficiency and harmony in public services, with various policies aimed at maintaining the social and economic stability of a country consisting of various ethnicities and cultures.

Although these three countries have different approaches to government administration systems, they face almost similar challenges, such as increasing transparency in government management, strengthening public institutions, and improving the quality of public services. Globalization and the development of information technology increasingly require these countries to adapt and improve their administrative systems to be more responsive to the needs of society and contemporary developments. Indonesia, Vietnam and Malaysia also face the problem of corruption which is still a major obstacle to the effectiveness of their administrative systems. In this regard, all three countries have taken steps to strengthen anti-corruption institutions and ensure government accountability. However, the results achieved have not fully met community expectations, so continued improvements are needed in terms of supervision and administrative reform. In addition, the challenge of improving the quality of public services is the main focus in the three countries. In the context of Indonesia's large government, equitable management of public services is an important issue. Vietnam, with a more centralized government structure, also has to face the challenge of managing diverse local needs. Meanwhile, Malaysia with its federated system needs to maintain a balance between national policies and regional needs in providing effective public services. Considering the complexity of the administrative systems in these three countries, this research aims to conduct a comparative analysis of the administrative government systems in Indonesia, Vietnam and Malaysia.

This analysis will cover several important dimensions, including government institutional structure, decentralization and centralization mechanisms, implementation of public policies, as well as evaluation of efficiency, transparency and accountability in government administration. Analysis of administrative systems in Indonesia, Malaysia and Vietnam can be seen from various aspects such as decentralization, regional autonomy, good governance, public services, accountability, transparency, efficiency and effectiveness. In general, each country has a different approach and implementation in managing public administration, depending on their respective political, social and economic contexts. Indonesia implements a decentralized system that provides broad autonomy to regional governments. This allows regions to manage resources and policies according to local needs. However, the implementation of regional autonomy in Indonesia still faces challenges such as inequality between regions, ineffective supervision, and conflict between the central and regional governments (Bardhan & Mookherjee, 2020). Meanwhile, Malaysia is more likely to adopt controlled decentralization.

The central government retains control over key policies, while local governments have room to manage some public services. Despite efforts to provide autonomy to the states, Malaysia's public administration system is more centralized compared to Indonesia. In contrast to Indonesia and Malaysia, Vietnam has a centralized administrative system with little room for decentralization.

Despite reform efforts to increase the efficiency of public administration at the local level, central control remains very strong. Structural changes in decentralization are more limited compared to Indonesia. Good governance in Indonesia is influenced by reforms that introduce the principles of transparency, accountability and public participation. However, the implementation of good governance is often hampered by problems of corruption and local politics which affect the quality of decision making (Prasojo & Ramadhan, 2021). Malaysia shows a more structured effort in implementing good governance by creating a system that is more organized and oriented towards bureaucratic efficiency. However, the problem of corruption is still a significant challenge, even though there are initiatives to reduce this (Rahman, 2020). In Vietnam, efforts to improve good governance focus on bureaucratic reform and transparency in public budget management.

However, the main obstacles are weak supervision and lack of civil liberties which reduce active community participation (Nguyen, 2022). Public services in Indonesia have developed rapidly with e-government and digitalization of services. However, the quality of public services is still hampered by slow bureaucracy and unequal distribution of services between regions (Fitriani & Elfrida, 2023). Malaysia has a more standardized public service system, especially in the health and education sectors. The focus on efficiency and the use of technology to improve services has provided positive results, although there are still gaps in services in rural areas. Vietnam has also adopted reforms in public services with a focus on digitalization. However, implementation has not been evenly distributed across all sectors, making access and quality of public services in some areas less than optimal. Accountability and transparency efforts in Indonesia have become stronger with the formation of institutions such as the Corruption Eradication Commission (KPK). However, the biggest challenge is political influence in the decision-making process which often hinders fair and transparent policy implementation. Malaysia seeks to increase transparency in government through various laws and oversight mechanisms.

However, tight political control sometimes limits the freedom of watchdog institutions and the media. In Vietnam, despite efforts to increase transparency in the public sector, limitations in press and political freedoms result in low levels of government accountability to the public. Efficiency and effectiveness in public administration in Indonesia are influenced by the problems of excessive bureaucracy and resource inequality. Bureaucratic reform efforts continue to be carried out, but the effectiveness of policies at the regional level still varies. Malaysia has a higher level of efficiency thanks to a more organized system, especially in the administration and infrastructure sectors.

However, problems in the effectiveness of public services, especially outside big cities, still occur. The efficiency of public administration in Vietnam is lower compared to Indonesia and Malaysia, despite efforts to improve bureaucracy. Political influence in decision making often hinders policy effectiveness. In the analysis of the administrative systems in these three countries, there are similarities in efforts to improve public services and accountability, but also significant differences in the implementation of decentralization, regional autonomy and good governance which are influenced by the political structure and socio-economic conditions of each country.

A. Analysis of the Administrative System in Indonesia.

The administrative system in Indonesia has undergone a major transformation since the implementation of the post-reform decentralization policy in 1998. Decentralization provides greater autonomy to local governments, with the hope of improving the quality of public services and good governance. Even though there have been various improvements in aspects of accountability, transparency, efficiency and effectiveness of public administration, main challenges such as inequality between regions, local politics and complicated bureaucracy still hinder the achievement of these goals.

1. Decentralization and Regional Autonomy:

- a) Decentralization policy in Indonesia aims to speed up public services by giving more power to local governments. However, this decentralization faces major challenges such as imbalances in managerial capacity and resources between central and regional governments. Many regions do not yet have adequate human resources or infrastructure to manage administration efficiently and effectively, thereby exacerbating development inequality (Bardhan & Mookherjee, 2020).
- b) Even though regional autonomy provides flexibility in local policies, central dominance in financing and regulations still limits regional space to innovate in public services (Prasojo & Ramadhan, 2021).

2. Good Governance:

- a) Good governance in Indonesia is hampered by problems of accountability and transparency. Despite the existence of monitoring institutions such as the Corruption Eradication Commission (KPK) and digitalization initiatives, corrupt practices at the local level and lack of effective control in many regions reduce the government's credibility. Apart from that, inequality in the application of good governance principles between regions hinders the achievement of transparent and accountable government (Fitriani & Elfrida, 2023).

3. Public Service

- a) Public services in Indonesia have improved with e-government, but slow infrastructure and bureaucratic systems are still the main obstacles to fast and efficient service delivery. The gap between urban and rural areas in terms of access to services also exacerbates social and economic injustice (Rahman, 2020).

4. Accountability and Transparency:
 - a) Accountability and transparency in Indonesia have increased with the implementation of a budget reporting system and stricter oversight. However, strong local political influences and weak law enforcement at the regional level often thwart fair and transparent management efforts (Bardhan & Mookherjee, 2020). As a result, even though there are better mechanisms, the issue of transparency and accountability is still far from perfect.
5. Efficiency and Effectiveness:
 - a) Efficiency and effectiveness in Indonesian public administration are hampered by a bureaucracy that is still complex and slow. The licensing process, regional budget management, and frequently changing policies make it difficult for the government to achieve its goals efficiently and effectively. Despite digitalization and bureaucratic reform efforts, structural problems and an unresponsive bureaucratic culture still hinder the achievement of maximum efficiency (Prasojo & Ramadhan, 2021).

The Indonesian administrative system, although it has undergone significant reform in the context of decentralization and regional autonomy, still faces many challenges in achieving good governance, accountability, transparency, efficiency and effectiveness. Decentralization which is expected to improve public services actually encounters obstacles at the regional level which lacks the capacity to manage resources optimally. Even though there have been improvements in the transparency and accountability system, successful implementation is often hampered by corrupt practices and local political forces that are still strong. To achieve a more efficient and effective administrative system, Indonesia needs to focus on strengthening local government capacity, stricter law enforcement, and deeper bureaucratic reform.

Improving information technology in public services and applying the principles of good governance evenly across all regions are also important to create a more responsive and responsible government.

B. Analysis of the administrative system in Malaysia

The administrative system in Malaysia is based on a decentralized model that provides autonomy to local governments in managing administrative affairs, with the aim of improving public services and efficiency. Even though regional autonomy in Malaysia is quite strong, the implementation of good governance still faces challenges, such as problems in terms of accountability, transparency, and political influence which sometimes complicate public administration. In addition, although the Malaysian government is trying to improve the quality of public services through digitalization and e-government, inequality between urban and rural areas remains a major problem in terms of resource distribution. Along with efforts to strengthen good governance, improve public services, and improve accountability, transparency and efficiency, Malaysia is trying to create a more responsive and effective government system. However, despite much progress in the administrative

system, challenges remain regarding effective administrative management and clean government.

1. Decentralization and Regional Autonomy:
 - a) Decentralization in Malaysia is carried out by giving fairly broad authority to state and local governments in various sectors, such as education, health and infrastructure. This aims to improve public services that are more responsive to local needs. However, despite autonomy, differences in capacity between states and regions in Malaysia result in an imbalance in the quality of administrative management and public services. Regions with more resources and better managerial capacity are better able to implement policies effectively, while regions with limited resources often struggle (Ahmad & Ismail, 2021).
 - b) Political influences at the state level also influence policy implementation. However, Malaysia still relies on a centralized structure in terms of policy oversight to maintain consistency across the country.
2. Good Governance:
 - a) Good governance in Malaysia has important aspects such as transparency in budget management and public policy. Malaysia has introduced various initiatives to combat corruption and increase accountability, such as through the establishment of the Malaysian Corruption Prevention Commission (SPRM). However, despite these efforts, some government sectors still face challenges in terms of transparency and implementing more open policies. Community participation in decision making is also sometimes limited by a lack of access and understanding of administrative processes (Sia, 2023).
 - b) Several policies implemented by the government, although aimed at improving good governance, are still hampered by power politics which often leads to less independent decision making and ignores ideal principles of accountability.
3. Public service:
 - a) Malaysia has implemented e-government to improve the efficiency and accessibility of public services. This program aims to make it easier for people to access government services via digital platforms. However, although digital infrastructure is quite developed in urban areas, the digital divide between cities and rural areas remains a major obstacle in ensuring all citizens receive the same services (Liew, 2021). Some more isolated areas often have difficulty accessing services digitally, which limits the benefits of the program.
4. Accountability and Transparency:
 - a) Accountability in Malaysia has undergone several improvements, especially in the budget reporting system and public oversight. However, despite efforts to improve transparency in budget management, policy implementation in several states is sometimes still less than accountable. Weak monitoring processes, in some areas, open up space for abuse of authority and discrepancies between established policies and implementation in the field (Ahmad & Ismail, 2021).

- b) Local politics is often a hindering factor in realizing accountability, because there is often a mismatch between local political interests and policies that should be implemented for the good of the general public.
5. Efficiency and Effectiveness:
- a) Although Malaysia has made great efforts to improve administrative efficiency through various initiatives such as the development of smart government and technology-based management systems, policy effectiveness is often hampered by complex bureaucratic procedures. Processes that require multiple approvals and signatures from officials from various levels of government often slow down policy implementation (Ng, 2022).
 - b) One of the challenges in achieving efficiency is the inequality of resources between more developed and less developed states, which affects the speed and quality of services provided.

The administrative system in Malaysia, with the implementation of decentralization and regional autonomy, has experienced significant improvements in improving public services, transparency and accountability. However, local politics and inequality between states remain obstacles to achieving equitable efficiency and effectiveness. Although digitalization and e-government initiatives provide great opportunities to accelerate public services, the digital divide in some regions is hampering progress. Therefore, to achieve more optimal good governance, Malaysia needs to continue to strengthen supervisory capacity, increase transparency in policy and budget management, and ensure that the benefits of digitalization can be enjoyed by all levels of society.

C. Analysis of the Administrative System in Vietnam:

The administrative system in Vietnam has developed rapidly in recent decades, with decentralization and regional autonomy as part of reform efforts to improve public services and improve good governance. Although Vietnam has made much progress in several administrative areas, issues such as accountability, transparency and efficiency remain challenges. The decentralization policy implemented aims to give more authority to local governments in managing local resources, but gaps in management capacity between regions hinder optimal results. Vietnam has taken strategic steps to implement decentralization and regional autonomy in its government system. Although this policy aims to improve public services and make government more responsive to local needs, there are still major challenges in terms of accountability, transparency, and government efficiency and effectiveness. Vietnam's central government still has considerable control over policies implemented at the regional level, so that some regions face difficulties in implementing full autonomy. Reforms in good governance have been carried out, but there are still gaps in their implementation, especially in the public service sector.

1. Decentralization and Regional Autonomy:
 - a) Decentralization in Vietnam aims to increase administrative efficiency by providing more autonomy to local governments. This is intended to reduce the burden on the central government and increase the capacity of local governments to respond to community needs. However, even though there is greater authority for regional governments, the center still maintains strong control over major policies, especially in terms of managing natural resources and regional finances. This limits true regional autonomy and causes inequality between more developed and less developed regions (Do, 2021).
 - b) Most regions in Vietnam, especially rural areas, have limited capacity to manage budgets and policies, which hinders achieving efficiency in public administration management. Dependence on the center reduces the ability of local governments to act independently.
2. Good Governance:
 - a) Vietnam has made various efforts to improve good governance by introducing bureaucratic reforms and increasing transparency in budget management. Programs such as e-government aim to make administrative processes more open and more accessible to the public. However, despite progress, accountability and transparency remain significant problems. Some regions still face difficulties in implementing this policy effectively, given the influence of politics and limited capacity at the local level (Nguyen, 2023).
 - b) Existing oversight systems remain weak, and despite the Vietnamese government's efforts to combat corruption, corrupt practices persist, especially at the local government level. Community participation in decision making is also limited, which reduces the effectiveness of implementing good governance.
3. Public service:
 - a) Public services in Vietnam have experienced significant improvements, especially in the use of information technology to speed up service processes. However, there is still a gap between urban and rural areas in terms of access to these services. More technologically advanced regions can access services more quickly and more efficiently, while less developed regions still rely on manual processes that are slow and often inefficient (Tran, 2022).
 - b) However, the implementation of e-government in Vietnam has helped reduce bureaucratic red tape and enabled faster services, although progress in digitalization has not been uniform across the region.
4. Accountability and Transparency:
 - a) Accountability and transparency in Vietnam's government management are increasingly being improved through policies to increase public oversight. However, despite much progress, inequality in budget and policy management capacity between regions results in differences in management quality and transparency. Some regions still have difficulty

reporting budget use transparently, which opens up opportunities for abuse of authority (Do, 2021).

- b) Corruption in some regions also remains a major challenge, despite efforts to eradicate it. The imbalance between the center and regions in terms of financial resource management also exacerbates transparency problems.
5. Efficiency and Effectiveness:
- a) The efficiency and effectiveness of public administration in Vietnam is hampered by a bureaucratic system that is still quite rigid and complex procedures. Although there have been many initiatives to improve service quality and budget management, there are still many challenges in ensuring that established policies can be implemented well at the regional level. This is caused by an imbalance in capacity between more developed regions and less developed regions in terms of government management (Nguyen, 2022).
 - b) Apart from that, insufficiently strict supervision over budget use and policy implementation also affects the effectiveness of the policies implemented. Slow decision-making processes and complicated bureaucracy cause a lack of responsiveness to changing community needs.

Vietnam has made various efforts to improve the public administration system through decentralization and regional autonomy policies, with the aim of improving public services, transparency and accountability. However, challenges in terms of capacity gaps between regions, local political influences, and complicated bureaucratic systems still limit administrative efficiency and effectiveness. Therefore, to achieve more optimal good governance, Vietnam needs to focus on strengthening the capacity of local governments, improving budget monitoring, and ensuring the application of digital technology evenly throughout the region.

Table 1. Summarizes Analysis of Administrative Systems in Indonesia, Malaysia and Vietnam

Aspect	Indonesia	Malaysia	Vietnam
Government system	Unitary state with decentralization through regional autonomy.	Federal system with division of powers between central and state governments.	Socialist country with highly centralized administration.
Decentralization	Widespread decentralization through the Regional Autonomy Law, strengthens the role of regional governments in managing resources and public services.	Limited autonomy at the state level with strict supervision from the central government.	Decentralization is limited to certain sectors in the context of administrative reform.
Regional autonomy	Implemented at the provincial, district/city level, but still faces coordination challenges between levels of government.	States have certain powers, but strategic policy remains controlled by the central government.	There is no regional autonomy, but gradual reforms provide certain leeway at the local level.
Public service	Tends to vary between regions; Some regions are advanced in service innovation, but some are still less than optimal.	Public services are more standardized with high efficiency, although they involve less public participation.	Public services are focused on basic needs with quality being improved through reform.
Accountability	It is still weak in various regions, with many cases of abuse of authority.	Centralized accountability systems, however, often lack transparency and face limited oversight.	Administrative reforms have begun to strengthen accountability, but implementation is still hampered by complex bureaucratic structures.
Transparency	Efforts towards information	There are	Transparency remains low, but

	transparency through e-government, but implementation has not been evenly distributed.	initiatives, but their implementation is limited to certain issues.	reforms open up space for further openness.
Efficiency	Many regions still face challenges in realizing efficient administrative systems, especially in remote areas.	The administrative system is relatively efficient, supported by good infrastructure, although there is still a rigid bureaucracy.	Efficiency is increasing gradually through bureaucratic modernization, but it will still take time to be comprehensive.
Effectiveness	Depends on local government capacity; Some regions show success, but others face obstacles to policy implementation.	Effective in administrative management, especially in developed states, but less common in rural areas.	The effectiveness of reforms increased, but remained subject to tight central government control.

This table can be used as a reference to compare and understand the unique characteristics of the administrative systems in the three countries.

CONCLUSIONS AND RECOMMENDATIONS

Analysis of government administration systems in Indonesia, Malaysia and Vietnam shows that each country has a unique approach according to its respective political, social and historical context. Indonesia stands out for its decentralization and regional autonomy, although it still faces accountability and efficiency challenges. Malaysia, with its federal system, shows a higher level of administrative efficiency, but transparency and public participation need to be improved. Meanwhile, Vietnam, which has a centralized administrative system, is undergoing reforms to increase accountability and efficiency, while maintaining strong central control. All three countries emphasize the importance of good governance, but the implementation of principles such as transparency, accountability and efficiency still requires strengthening.

Overall, each country has taken positive steps in improving their public administration systems. However, there is still much room for improvement, especially in terms of decentralization, good governance, public services, accountability, transparency, and effectiveness and efficiency. By increasing the capacity of local governments, using technology, and strengthening monitoring systems and community participation, Indonesia, Malaysia and Vietnam can achieve the goals of better, more efficient and more responsive government to the needs of the people.

1. Indonesia: It is necessary to increase the capacity of local governments through better training and supervision, strengthen accountability with budget transparency, and accelerate the digitalization of public services.
2. Malaysia: It is recommended to expand public participation in policy making and strengthen transparency mechanisms to reduce the potential for corruption.
3. Vietnam: Administrative reforms need to be accelerated with a focus on limited decentralization to encourage local innovation, while maintaining efficiency and accountability through effective oversight.

The three countries also need to increase collaboration between levels of government and share best practices to strengthen overall governance.

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