

REALIZATION OF COMPETITIVE GOVERNMENT BUREAUCRACY THROUGH THE REINVENTING GOVERNMENT APPROACH

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ABSTRACT

This study focuses on the realization of a competitive government bureaucracy through the approach of reinventing government. The slow bureaucracy and low quality of services remain issues that demand the attention of government bureaucrats. This paper aims to provide a comprehensive overview of realizing a competitive bureaucracy by applying the principles of reinventing government. The method used in this paper is qualitative, employing a library research approach. The results of the discussion indicate that reinventing government serves as a concrete solution for government agencies to improve their performance in administration. The flexibility of issues and public needs requires the government to continuously innovate. Enhancing performance systems, capacity, and the quality of government apparatus can serve as the main improvements for realizing a competitive government.

INTRODUCTION

This study discusses the realization of a competitive bureaucracy through the approach of reinventing government. The competitive bureaucracy referred to here involves the administration carried out by bureaucrats who have the determination and spirit to improve bureaucratic performance, making it better and more efficient. Without competitiveness in government bureaucracy, administration can become slow, and bureaucrats may lack the motivation to work effectively. The government implements a competitive governance model to create a visionary bureaucracy and good governance.

The paradigm of governance has continually experienced various dynamics over time to meet the evolving demands of society. The shift from the Old Public Administration to New Public Management, and subsequently to New Public Services, is evidence that the bureaucracy must be capable of systematic changes. The government, which previously dominated and was the main actor in all public affairs, eventually opened up and involved several other actors. The concept of Good Governance has



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integrated the roles of the private sector and civil society into governance. The government adopts the concept of good governance in an effort to carry out gradual and comprehensive bureaucratic reform (Kariem & Afrijal, 2021).

As a primary tool for development, bureaucracy holds a very strategic position and role due to its control over various aspects of public life (Sri Chatun, 2022). Optimal governance administration can be achieved through various efforts by governmental bureaucrats. The quality of services received by the public can be observed from the quality of bureaucracy practiced within the government. Effective bureaucracy can certainly be realized when Civil Servants (ASN) involved in bureaucracy experience enhancements in their competencies (Sapto Nugroho et al., 2020). The benchmark for assessing the effectiveness of task execution and measuring government achievements through bureaucracy is public service (Sihotang, 2023). As executors of bureaucracy, state apparatus are required to work professionally and demonstrate attitudes and responsibilities, thereby ensuring the realization of quality and competitive governance.

The governmental bureaucracy in Indonesia is currently far from being deemed of high quality; even in terms of professionalism, Indonesian bureaucracy lags far behind compared to countries like Singapore, Thailand, and even Malaysia, which are also ASEAN member states (Lestari, 2019). To achieve a competitive and high-quality bureaucracy similar to that of ASEAN countries, the government needs to undertake efforts and innovations in comprehensive bureaucratic reform. Governance administration has shifted its perspective from merely regulating and ruling to being oriented toward achieving good governance through various strategies. However, the fact remains that bureaucratic administration still faces limitations in terms of quality human resources, resulting in inefficient and ineffective governance (Sholihah & Mulianingsih, 2023).

The slow dynamics of the bureaucratic processes in Indonesia are not solely due to the lack of quality or competence of the human resources (HR) managing the government bureaucracy but also due to the organizing entities of the bureaucracy itself (Rohayatin et al., 2018). Additionally, bureaucratic problems are exacerbated by deeply ingrained bureaucratic pathologies, including abuse of power, convoluted public service procedures, lack of transparency, discrimination, and various other issues leading to poor public services and low public trust in the government (Hasim, 2023). These ongoing bureaucratic problems are certainly not aligned with the goals and spirit of bureaucratic reform. Essentially, bureaucratic reform is a mechanism for renewing governance to achieve good governance, integrity among civil servants, and excellent public service.

Solutions to address these issues are urgently needed by the government to improve the quality of the bureaucracy, particularly in enhancing the accountability of government officials. This involves ensuring that officials perform their duties and functions as intended, rather than merely fulfilling attendance requirements. They must be able to fully account for the responsibilities assigned to them, not just receive their



monthly salary without adequately and consistently fulfilling their duties by relevant regulations. One approach to addressing this problem is through the implementation of the reinventing government concept in governance.

Reinventing government is a concept where governance can be approached with an entrepreneurial mindset to better meet bureaucratic needs. The goal of reinventing government is to cultivate innovative, adaptive attitudes and behaviors among bureaucrats, ensuring they are controlled by the bureaucracy, dignified, and oriented towards serving the public. Reinventing government is a valuable idea for structuring governance, provided it is fully supported by all aspects of the country, including the government, the public, and the private sector, with a strong sense of patriotism and a commitment to achieving the common goal of prosperity and welfare for the people (Fatikha, 2017).

This paper focuses on the innovation of competitive bureaucratic management through reinventing government. The government must have strong ideas for the implementation of an innovation, as an innovation will endure if it surpasses the quality of previous efforts (Br Sagala & Hajad, 2022). Reinventing government is expected to be an innovation that brings positive impacts to bureaucratic administration. The basic meaning of reinventing government, involves an innovation in governance by applying private sector systems, meaning that the government adopts various patterns and systems used in the private sector into its administration. This approach aims to create a performance-based competitive government similar to what exists in private sector management.

The use of the reinventing government concept in bureaucratic administration can serve as a solution and an acceleration step in improving the quality of government bureaucracy. Therefore, a competitive government creates competition in delivering services to the public. Such competition is expected to inspire government officials to work with high determination, value innovation, and enhance their quality and competence in providing services to the public. This would ensure that the administration is accountable, responsive, innovative, professional, and entrepreneurial, ultimately creating a competitive government. Based on the above explanation, this study focuses on how to achieve a competitive bureaucracy through reinventing governance.

METHOD

This research was conducted using a qualitative method with a library research approach. This method is employed to delve deeper into the realization of a competitive bureaucracy through the reinventing government approach. The data used in this study is sourced from various literature reviews, books, journals, and other relevant scholarly references. Therefore, the types of data obtained are secondary data, which are then described in a narrative form or other formats as required for data presentation. The obtained data is then comprehensively described and analyzed about to the topic under study.



RESULTS AND DISCUSSION

Essentially, reinventing government is an innovation in governmental governance aimed at creating a government apparatus with the capacity, effectiveness, and efficiency in governance administration (Ramadhani et al., 2023). Reinventing government becomes a necessity for governments to address various issues within governmental organizations. The mindset and mindset of government officials are primary factor in realizing quality service. Society as service recipients will be impacted by the implementation of reinventing government because the improvement in the performance of government officials and the provision of quality service can provide satisfaction to society (Retno et al., 2024).

Reinventing government, or entrepreneurial government, is a governance approach designed to create innovative, creative, and solution-oriented public administration, thereby achieving both public satisfaction and governmental objectives (Apriyanto et al., 2023). According to David Osborne and Ted Gaebler, as cited in (Apriyanto et al., 2023), there are several indicators of reinventing government in the public sector. These include catalytic government, community-owned government, competitive government, mission-driven government, results-oriented government, customer-oriented government, entrepreneurial government, anticipatory government, decentralized government, and market-oriented government.

Reinventing government can be described as the realization of a bureaucracy that is accountable, professional, responsive, and entrepreneurial through changes in governance. Each region has autonomy and authority; hence, local governments need to implement a government entrepreneurship system so that various challenges and demands for public services in the current era can be met. Entrepreneurializing governmental bureaucracy does not mean seeking profit or benefit in public services but rather aims to empower bureaucracy to be more productive and competitive in providing excellent services (Fatikha, 2017).

According to Osbron and Gaebler (Meliala, 2020), Reinventing Government is a concept in public management that receives support from bureaucracy to instill entrepreneurial spirit within it. Implementing entrepreneurship in governance does not mean that the government engages in entrepreneurship within governmental bureaucracy, or produces goods to be sold to the public for profit gained from the public. Reinventing government provides an initial overview that competitive government arises from the interaction among the government, society, and various other institutions aiming for the satisfaction of services for each stakeholder (Villamejor-Mendoza, 2020).

Entrepreneurializing government essentially integrates values applied by the private sector into governance. In reality, it is undeniable that the quality of services provided by the private sector has been more competitive compared to government services. The adoption of private sector systems in governance does not negate existing regulations; meaning, the primary duties and functions of government bureaucracy as



regulated by legislation still apply as appropriate. The realization of entrepreneurial bureaucracy aims to create an enhancement of competitive bureaucracy quality akin to that observed in the private sector. There has been a societal perception that services provided by the private sector are superior to those provided by the government. Therefore, the implementation of reinventing government could serve as a pragmatic and concrete step in eliminating the societal perspective that perceives disparities and gaps in the patterns and quality of service performance between the government and the private sector.

As previously explained, the government bureaucracy in Indonesia is still far from being considered as effective governance, whereas within the Indonesian government bureaucracy, there are still various types of pathologies that continue to impede the development of government bureaucracy in Indonesia towards improvement. One example of these pathologies pertains to the accountability and consistency of employees in carrying out their duties, which has become common knowledge. Presently, many employees in government bureaucracy receive fixed salaries regardless of the tasks performed, the quality of work, or the quantity of work undertaken, as bureaucrats continue to receive the same fixed monthly salary regardless of these factors.

This system is certainly in stark contrast to the system applied in the private sector, where as known, every employee earns income based on their efforts. If bureaucrats fail to perform according to company regulations or violate rules, they can be immediately terminated or have their contracts terminated by the company. With this system in place, employees in the private sector cannot perform their jobs arbitrarily, as any errors could result in immediate termination. This situation naturally motivates private sector employees to perform their jobs as well as possible, unlike civil servants whose income is largely unaffected by their performance. This disparity between the government and private sectors is evident. The government needs to evaluate and innovate continuously to improve its performance systems and patterns so that the quality of governance can be enhanced.

The governance of government administration needs to adopt and adapt to the systems and governance practices applied in the private sector. Management in private sector organizations, particularly in public services, is perceived to be superior to that provided by the government. Therefore, the application of the reinventing government concept in governance, oriented towards entrepreneurial government, becomes a solution for improving bureaucratic performance. This concept encompasses various principles that can enhance the quality of governance within government bureaucracy in Indonesia. One example is the principle of competitive government, which aligns with the strategies inherent in this concept, such as the consequences strategy. Under this strategy, every action by civil servants has corresponding consequences based on their performance.

The governance of government administration needs to adopt and adapt to the systems and governance practices applied in the private sector. Management in private



sector organizations, particularly in public services, is considered superior to the public services provided by the government. Therefore, the application of the reinventing government concept in governance, oriented towards entrepreneurial government, becomes a solution for improving bureaucratic performance. This concept encompasses various principles that can enhance the quality of governance within government bureaucracy in Indonesia. One example is the principle of competitive government, which aligns with the strategies inherent in bureaucracy, such as the consequences strategy, aimed at enhancing competitiveness among civil servants. Under this strategy, every action taken by civil servants incurs consequences corresponding to their actions.

In this strategy, there exists differentiation in incentive funds provided to each employee, where these funds are allocated based on the performance of the employee. The better the performance of the employee within the government bureaucracy, the higher the incentive funds received by that employee. This can lead to increased competitiveness among employees, motivating them to compete with one another in carrying out their duties within the institution. Consequently, this can catalyze employee morale, encouraging them to strive for excellence, thereby yielding optimal results, which ultimately benefit the employees. According to Mawarni & Mukhrijal, (2023) Civil servants, as a profession with the obligation to manage and develop themselves, are required to account for their performance and apply merit principles in the implementation of ASN (State Civil Apparatus) management.

The implementation of this strategy can also enhance the quality of government bureaucracy, whereby successful execution of this strategy automatically leads to the realization of the principle of competitive governance. Additionally, the adoption of this strategy results in government bureaucracy employees becoming more accountable and consistent in their duties. Consequently, this fosters more effective and efficient functioning of government bureaucracy, as the governance system and its employees collaborate to achieve the best outcomes for enhancing bureaucratic quality

Thus, all the previously mentioned issues can be effectively addressed. Therefore, it can be said that the implementation of the reinventing government concept can enhance the quality of government bureaucracy in Indonesia towards improvement. One of the impacts of implementing the reinventing government concept is the enhancement of competitiveness within the government bureaucracy, thereby improving its quality and narrowing the gap with the private sector. Consequently, the public and private sectors in Indonesia can compete on equal footing without either lagging far behind.

However, improving the quality of governance in Indonesia, is not merely about creating a competitive government by implementing the principle of competitive governance with the existing strategies in the concept of reinventing government. It must also be supported by the application of other principles and strategies within the reinventing government concept. Consequently, the quality of government bureaucracy



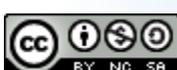
in Indonesia will further improve and be more competitive with other sectors, without falling far behind.

Furthermore, it must also be supported by qualified government officials. If the concept used has been designed as best as possible but the employees implementing the concept are unable to keep up, then no matter how well-designed the concept is, it cannot be applied. Consequently, the concept ultimately fails in its implementation. Therefore, good governance must align with good government. If only one of them is good, then both cannot be realized. For example, governance has been designed as best as possible, but the government is unable to keep up; it means that good governance cannot be implemented. Similarly, if the government is of high quality with highly educated and skilled employees, but the governance implemented cannot match those abilities, then all those capabilities cannot be utilized effectively. Therefore, the quality of governance and the quality of government must complement each other to create success in achieving quality government bureaucracy.

Reinventing government positions the government merely as a regulator and controller of public service delivery. In other words, the government provides opportunities and space for the private sector and the community as frontline players in various services. Government service delivery to the private sector and the community can be through licensing, privatization, consensus, and various other forms of collaboration. In this catalytic principle, the private sector and the community have equal roles and responsibilities. Until now, it seemed that the fulfillment of public services relied solely on the government. Collaboration among the government, private sector, and community can improve the quality and performance of public services. According to Osborne and Gaebler, there is a separation of tasks for the government to direct. This is because it creates flexibility and dynamism in responding to various public issues (Jeddawi, 2008).

Empowering the community also provides opportunities for active community involvement in problem-solving. The government is expected to focus more on policy formulation and development, while the implementation of the policies can be delegated to private institutions to assist governance. The goal of a catalytic government is to help and strengthen active community participation in governance. Implementing reinventing government from the catalytic aspect in government organizations is certainly not easy when viewed from the perspective of Indonesian bureaucratic culture because traditionally, the government and private sectors have their criteria for service delivery. The government has long been seen as required to provide services to the public. However, the public has often complained about the suboptimal performance of the government. Therefore, bureaucratic reform with a catalytic approach serves as an alternative for bureaucracy to realize competitive governance.

Reinventing government can also be realized by providing opportunities for active community involvement. The government positions the community as the authority holder in public services (Haryanto, 2007). Community-owned governance can also be interpreted as delegating control authority from the government to the



community and integrating the government's mission to empower. This provides an opportunity for the community to take control of governance in meeting public needs (Asriadi AR & Mochamat Nurdin, 2016).

The government can provide various information to the public, whether about the services provided by the government or the programs that will be implemented by the government (Siren & Sinaga, 2017). This means that the government needs transparency in fulfilling the data needs of the public. The transparency provided by government officials will facilitate the public in accessing various government services. In principle, transparency can provide an opportunity for the public to oversee bureaucratic performance by providing feedback regarding government administration (Tanesib, 2019).

Government bureaucracy has the responsibility to provide services to the public. Currently, the public only expects excellent service from government agencies. However, the active involvement of the community in the service provision process is the key to achieving service quality. The government encourages public service delivery to become community-owned, thus offering a solution and enabling the government not only to provide services but also to ensure that service needs are met (Heryanto, 2014).

The performance of public organizations has shifted from a bureaucratic orientation to a focus on public service. Efficiency, effectiveness, cost-effectiveness, speed, and quality in serving the public, with stakeholder satisfaction as a primary goal, have become the main objectives of public organizations. Public awareness of their rights to receive high-quality public services has increased, necessitating a transformation towards an entrepreneurial spirit within the bureaucracy. This transformation includes a focus on service quality, particularly the principle of customer-oriented governance, which aims to meet the needs and satisfaction of the public, rather than the needs and satisfaction of the bureaucracy itself (Madjid, 2017).

The realization of reinventing government provides an opportunity to create a competitive government through competition in service provision. The community, as the service recipient, will choose and utilize services that offer convenience, certainty, and maximum service quality. Government and private sector competition will have a positive impact if interpreted as efforts and solutions to address the longstanding issues of slow and convoluted public services. The government cannot rely solely on established service processes; innovation and input from the community are needed. The government must be responsive and sensitive to public issues.

In principle, the government continually strives to innovate in achieving democratic, clean, effective, and trustworthy governance, thereby increasing public trust in the government (Wawanudin & Sudarno, 2018). In the government's effort to optimally reform the bureaucracy, commitment and synergy from all elements of governance are essential. This ensures that the goals and aspirations outlined in the bureaucratic reform roadmap can be realized, and the performance of government



officials will continuously improve in terms of professional conduct, responsibility, fairness, and a service-oriented mindset within the bureaucracy (Afrijal et al., 2023).

Moreover, the development of a new public administration paradigm has changed the relationship pattern between the government and citizens, placing greater emphasis on the interests of citizens. Consequently, the government is required to be more attentive and responsive in providing public services to its citizens. Based on this perspective, the values of democracy, citizenship, and public service must be prioritized and regarded as fundamental norms in public administration. The journey of reform (demands for democratization) in Indonesia has provided valuable lessons for the government (bureaucracy) and citizens. The current image of bureaucracy is now expected to continually evolve, particularly from a rigid, top-down oriented bureaucracy to a more democratic, responsive, transparent, and non-partisan one. Bureaucracy should no longer position itself as an arrogant and untouchable organization, impervious to external criticism (Herizal et al., 2020)

A competitive bureaucracy can be realized if synergy among various elements is continuously maintained by enhancing performance according to their respective duties and functions. Government leaders should encourage employees to work optimally, as this becomes a primary requirement in the realization of bureaucratic management that has high performance quality and can compete like private sector management. Although the concept of reinventing government is not yet familiar among government bureaucrats, a government bureaucrat with the responsibility, duties, and functions as a public servant needs to improve their competence and capacity, both in knowledge and performance. This will enable the improvement of quality and global competitiveness within the bureaucracy.

CONCLUSION

The application of the reinventing government approach in achieving competitive bureaucracy can serve as an innovation and solution for effective and quality governance. Current governance faces various challenges demanding bureaucrats to innovate and demonstrate responsiveness. Government bureaucrats lacking professional attitudes and behaviors can affect governance performance quality. Conditions and work culture within government bureaucracy also contribute to achieving competitive governance. Bureaucratic pathologies have long hindered government officials from improving performance quality and public services. Government bureaucrats need to undertake various innovations and breakthroughs to realize responsive and solution-oriented governance.

The principle of reinventing government is seen as a solution for bureaucrats in improving governance. Traditional governance has viewed the task and function of ensuring effective government operations solely as the responsibility of the government. However, the concept of reinventing government opens opportunities for private sectors and communities to actively participate in achieving optimal governance. Empowering the community and involving the private sector are key aspects of



reinventing government. Entrepreneurializing government aims not only to enhance bureaucratic competitiveness but also to foster an entrepreneurial spirit to achieve effective governance and excellent public services. Therefore, the government needs to improve governance performance systems and enhance the competence, capacity, and quality of government personnel so that competitive governance can be achieved.

The study focusing on achieving competitive bureaucracy through the reinventing government approach has weaknesses and limitations as it relies solely on a literature review and focuses on bureaucracy. It is hoped that future researchers will continue this study by examining the application of reinventing government, specifically focusing on human resource management within government. Having quality employees with an entrepreneurial spirit is key to creating a bureaucracy that performs well, is of high quality, and is globally competitive.

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