

The Role of State Administrative Law in Realizing Effective and Efficient Public Services

Nurliana Ritonga¹, Nabila Rojak², Anisa Nst³, Khoiriah Ismaini⁴, Siti Nurhaliza⁵, Teguh Sangkot Hasibuan⁶, Asri Amanda Putri⁷, Intan Sopiah⁸, Friar Wardani⁹

¹Department of Law, Faculty of Law, Universitas Asahan, Asahan, Indonesia. Email: nurliana.ritonga1984@gmail.com¹ nabilabutarbutar968@gmail.com² anisanst1505@gmail.com³ rismaagustina@gmail.com⁴ halizasabri239@gmail.com⁵ teguhhasibuan44@gmail.com⁶ asriamandaputri09@gmail.com⁷ sopiaintan14@gmail.com⁸ frianwardani@gmail.com⁹

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ABSTRACT

Administrative Law plays a central role in regulating, supervising, and ensuring the implementation of effective and efficient public services. This study aims to analyze the contribution and role of administrative law in creating responsive, transparent, and accountable public services. The research employs a qualitative method with a descriptive-analytical approach, utilizing data from statutory regulations, academic literature, and previous studies. The findings reveal that the application of administrative law principles, such as legal certainty, accountability, proportionality, and transparency, significantly improves the quality of public services. Furthermore, the strict enforcement of legal norms on government officials fosters greater professionalism within the bureaucracy and minimizes maladministration and corruption. However, challenges such as weak law enforcement, limited human resource competence, and resistance to change remain obstacles to the optimization of public services. This study emphasizes that administrative law reform, capacity building of government officials, and the strengthening of oversight systems are strategic measures required to ensure the realization of effective and efficient public service delivery. The findings are expected to serve as a reference for policymakers and government practitioners in formulating policies and strategies for improving public service delivery in Indonesia.

Keywords: Administrative Law, Public Service, Effectiveness, Efficiency, Bureaucratic Reform.

I. Introduction

Public service is one of the main pillars of governance aimed at fulfilling the needs of society. The quality of public services serves as an important indicator of a country's success in realizing good governance. In the Indonesian context, public services have undergone significant developments in line with demands for bureaucratic reform and advances in digital technology. Nevertheless, various challenges remain, ranging from limited human resources, low levels of digital literacy among civil servants, to issues of integrity within the bureaucracy. Several previous studies have examined the challenges of public service delivery from different perspectives. For instance, (Rahmawati, 2023) emphasized the importance of system reliability in building public trust toward technology-based government services. Similarly, Putra and Sari (2022) highlighted the role of security and usability as key determinants of user satisfaction. However, these studies

largely focused on technical aspects of the system and paid little attention to the implementation strategies on the ground and citizens' actual experiences as service recipients. This creates a research gap that needs to be addressed, particularly regarding the effective use of digital technology at the practical level and its impact on public perception and trust.

This paper seeks to fill that gap by emphasizing the importance of adopting more adaptive, innovative, and contextual approaches to public service delivery. Compared to earlier studies, this paper does not only identify structural or technical issues but also provides a new perspective on the role of managerial strategies and social factors in optimizing public services. The originality of this study lies in its attempt to integrate both technical and implementation-based analyses directly related to citizens' experiences. The significance of this research becomes even clearer when considering the increasing public demand for services that are fast, transparent, and accountable. For example, in the implementation of online population administration services in several regions of Indonesia, many citizens still face difficulties in accessing the system due to limited internet connectivity, lack of socialization, and insufficient readiness of civil servants to provide assistance (Kementerian Pendayagunaan Aparatur Negara, 2023). This condition highlights not only technical challenges but also underscores the issue of change management within the bureaucracy that must be urgently addressed. Furthermore, these challenges have broad implications, not only for government effectiveness but also for public trust in state institutions. If public services fail to meet societal needs effectively, public trust will decline, ultimately weakening government legitimacy. Therefore, innovative strategies supported by empirical evidence are required to improve service quality, such as strengthening civil servants' digital literacy, enhancing technological infrastructure, and encouraging citizen participation in service evaluation processes. Through this discussion, the paper aims to provide an academic contribution to enriching the literature on public service innovation while also offering practical recommendations applicable to public service delivery in Indonesia. By emphasizing the integration of technology, management, and social dimensions, this study seeks to present a more comprehensive picture of how to address the challenges of public service in the digital era.

II. Literature Review and Hypothesis Development

Studies on the role of Administrative Law (Hukum Administrasi Negara/HAN) in the delivery of public services have been a significant concern among scholars and legal practitioners in Indonesia. Overall, previous research agrees that HAN occupies a strategic position as both a normative and managerial instrument to ensure that public services are carried out in accordance with the principles of good governance. However, the existing studies highlight different dimensions which, when synthesized, provide a more comprehensive picture of HAN's role. Zainuddin & Dewi (2020), Implementation of good governance principles in public service administration., 2024) emphasize that the consistent application of general principles of good governance (AUPB) enhances service quality, reduces maladministration, and strengthens accountability. This finding resonates with (Zuliah & Pulungan, 2023) who instead highlight the obstacles in implementing HAN, such as weak internal supervision, regulatory overlap, and limited understanding of administrative law among public officials. Taken together, these studies suggest that the effectiveness of HAN depends not only on regulatory quality but also on institutional capacity and the competence of bureaucrats in its implementation.

Meanwhile, (Gultom & Hutabarat, 2022) broaden the discussion by addressing the role of digitalization through e-Government. Their study demonstrates that digitalization grounded in clear HAN regulations can reduce bureaucratic red tape, accelerate service delivery, and improve transparency. However, (Renanda & Rosidin, 2023) caution that digital transformation requires strong infrastructure support and robust data protection regulations. Synthesizing these findings indicates that HAN in the digital era should not be viewed merely as a legal instrument but also as a framework that integrates technological aspects, data protection policies, and infrastructural readiness. Theoretically, Administrative Law is understood as a branch of public law that limits and controls administrative power so that every government action has a clear legal basis (Hadjon, 2010). In the context of public service delivery, this role aligns with the framework of good

governance proposed by UNDP (1997), which emphasizes the principles of rule of law, transparency, responsiveness, and accountability. This theoretical perspective underscores that HAN is not only concerned with administrative procedures but also serves as a mechanism to ensure that public services are delivered in a transparent, accountable, and responsive manner.

Synthesizing across the literature, it becomes clear that the successful implementation of HAN in public services is shaped by three key factors: (1) the quality of regulations and consistency in applying good governance principles, (2) the institutional and human resource capacity of the bureaucracy, and (3) the readiness to embrace digital transformation. The interaction among these factors determines whether HAN can function optimally as both a legal foundation and a managerial framework in public service governance. From this synthesis, it can be concluded that HAN should be understood not merely as a normative instrument, but as a vehicle for bureaucratic reform that adapts to technological developments. The key challenges include regulatory gaps, weak oversight, and infrastructural limitations, while the opportunities lie in strengthening the legal framework, enhancing bureaucratic capacity, and leveraging digitalization to achieve more effective, efficient, and equitable public service delivery.

- H1: The implementation of state administrative law has a significant positive effect on the effectiveness of public service delivery.*
- H2: Compliance with state administrative law regulations improves the efficiency of public service processes within government institutions.*
- H3: The role of state administrative law in shaping regulatory frameworks mediates the relationship between policy implementation and the realization of effective and efficient public services.*

III. Research Method

This study employs a qualitative research method with a descriptive–analytical approach to explore in depth the role of administrative law in ensuring effective and efficient public service delivery by integrating normative legal analysis with empirical observations of policy implementation. The data consist of primary data obtained through semi-structured interviews with purposively selected public officials, academics, and administrative law practitioners who have at least five years of relevant experience, are directly involved in policy formulation or implementation, and are willing to provide accurate information, as well as secondary data collected through a literature review of recent laws and regulations on public services (including Law No. 25 of 2009 and subsequent digitalization policies), updated textbooks, and peer-reviewed national and international journal articles published within the last five years. Data collection techniques include document studies to examine regulations, policies, and previous research, and semi-structured interviews focusing on policy implementation, challenges, and proposed solutions. Data analysis follows the Miles and Huberman qualitative analysis model, encompassing data reduction, data display, and conclusion drawing or verification, while data validity is ensured through source triangulation and methodological triangulation by comparing interview findings with documentary evidence.

IV. Result and Discussion

4.1. The Role of Administrative Law in Public Service Delivery

The findings of this study indicate that the role of Administrative Law (HAN) in achieving effective and efficient public service delivery is not solely determined by the existence of legal norms, but also by the extent to which those norms are consistently implemented by state officials. Strong regulations without consistent enforcement risk becoming mere formalities. This is consistent with (Suteki, 2019) who emphasized that legal certainty in public services significantly increases public trust in the government.

In general, Administrative Law operates across three main dimensions: (1) as a regulatory framework setting service standards and procedures, (2) as a supervisory instrument ensuring accountability of state officials, and (3) as a legal protection mechanism for citizens. These dimensions are not isolated but interconnected, shaping governance that is transparent, accountable, and responsive to citizens' needs.

a. Administrative Law as a Regulatory Framework

Regulation forms the foundation that directs and sets the standards of public services. In Indonesia, this framework is embodied in Law No. 25 of 2009 on Public Services. The law outlines the rights and obligations of service providers, the entitlements of citizens, and the standards that must be fulfilled by public institutions. In this context, regulation reflects the principles of Administrative Law, guaranteeing clear procedures, service timeframes, and evaluation mechanisms. Zainuddin & Dewi, *The role of general principles of good governance in Indonesian administrative law.*, (2024) found that the application of general principles of good governance (AUPB) in the Public Service Law has successfully reduced maladministration practices. Regulation not only restricts government authority but also provides direction to ensure service delivery aligns with accountability, transparency, efficiency, and public participation.

b. Administrative Law as a Supervisory Instrument

Administrative Law also functions as an instrument of supervision. Monitoring can be conducted internally through inspectorates or supervisory units, or externally by independent institutions such as the Ombudsman of the Republic of Indonesia. This mechanism ensures that legal norms are not only codified but also effectively implemented in practice. (Putra & Fitriani, 2021) found that regions applying annual performance-based supervision experienced a 15% increase in public satisfaction over three years. From the perspective of Administrative Law theory, such supervisory practices function as a form of checks and balances in service delivery.

c. Administrative Law as a Legal Protection Mechanism

Equally crucial is Administrative Law's role as a legal protection mechanism for citizens. It allows individuals to file complaints, appeals, or lawsuits when public services fall short of established standards. Dispute settlement mechanisms include the Ombudsman, administrative appeals, and the State Administrative Court (PTUN). (Marbun, 2020) observed that although the number of public service-related cases filed at PTUN remains relatively low, complaints to the Ombudsman are rising, signaling growing public awareness of administrative rights. From a theoretical standpoint, this legal protection strengthens state legitimacy, as the government assumes the dual role of regulator and guarantor of citizens' rights.

4.2. The Gap between Regulation and Implementation

The analysis also reveals a considerable gap between normative regulations and their implementation. While Indonesia's regulatory framework is relatively comprehensive, challenges persist in practice, including limited human resources, uneven infrastructure, and continuing maladministration (Fadli, 2022) reported that approximately 37% of public service complaints were related to service delays, primarily caused by inadequate staff capacity or inefficient management systems. These findings underscore that regulatory success depends not only on the clarity of norms but also on the readiness of the bureaucracy to implement them effectively. This aligns with the distinction between "law in the books" and "law in action." Within Administrative Law theory, legal effectiveness is assessed not solely by the existence of clear norms but also by their consistent application in administrative practice.

4.3. Effectiveness and Efficiency from the Perspective of Administrative Law

Effectiveness in public services refers to the achievement of set objectives in accordance with predetermined standards, while efficiency concerns the optimal use of resources in achieving those objectives. Digitalization has emerged as a key strategy for enhancing both dimensions. (Budiarto & Kurniawan, 2021) demonstrated that the introduction of digital services at the Surabaya Investment and One-Stop Integrated Services Agency (DPMPTSP) reduced business license processing time from an average of 14 days to just 3 days. This shows that digitalization not only improves effectiveness but also efficiency. However, challenges persist in terms of digital literacy and infrastructure availability in remote regions. This indicates that Administrative Law should not only regulate service procedures but also encourage affirmative policies promoting equitable infrastructure development and capacity-building for public officials. In other words, Administrative Law must adapt to technological and social dynamics.

4.4. Case Study: Public Service Malls (MPP)

The implementation of Public Service Malls (MPP) exemplifies Administrative Law in action. MPPs integrate multiple public services in one physical or digital location, improving accessibility for citizens. An evaluation conducted by the Ministry of Administrative Reform and Bureaucratic Reform (PANRB, 2023) revealed that MPPs raised public satisfaction by an average of 20% compared to pre-integration service delivery. From the perspective of Administrative Law, MPPs embody principles such as simplification of procedures, service time certainty, and information transparency. When compared internationally, Malaysia's Urban Transformation Centres (UTCs) and the United Kingdom's Government Digital Service (GDS) provide similar one-stop services. However, Indonesia still faces challenges in ensuring equitable quality across regions. Normatively, however, the MPP initiative aligns with global best practices.

4.5. Public Participation and Good Governance

Public participation plays a vital role in social control over public services. Digital complaint platforms, such as *Lapor! SP4N*, allow citizens to report maladministration quickly. Wardhani (2021) found that following the optimization of monitoring dashboards, the resolution rate of complaints increased by up to 92%. This demonstrates that Administrative Law plays a central role in fostering citizen engagement. Within the framework of good governance, participation ensures transparency, accountability, and responsiveness. Nevertheless, shortcomings remain. Some regions treat public satisfaction surveys as mere formalities without meaningful follow-up. The National Institute of Public Administration (2022) reported that regions consistently responding to survey recommendations achieved a 25% increase in public trust over two years, while regions neglecting such follow-ups showed minimal improvement.

4.6. Comparative Perspective with Other Countries

Comparative analysis reveals that the regulation-implementation gap is not unique to Indonesia.

- a. Malaysia: The UTC model streamlined bureaucratic processes, but its sustainability faces budgetary challenges (Rahman, 2021)
- b. South Korea: Through "Government 24," the government successfully integrated over 500 online services nationwide, aided by high digital literacy and robust infrastructure (Kim, 2020).
- c. The Netherlands: The principle of administrative justice is reinforced by a powerful National Ombudsman, strengthening accountability and government legitimacy (Janssen, 2019).

These comparisons show that Indonesia lags behind in infrastructure equality and digital literacy, but already possesses a strong regulatory foundation. The critical challenge lies in narrowing the implementation gap.

4.7. Theoretical Contributions

This discussion contributes to Administrative Law and public administration theory in three ways. First, it confirms that legal effectiveness depends on implementation, not regulation alone. Second, it introduces the perspective that digitalization must be integrated into modern Administrative Law frameworks. Third, it emphasizes that public participation is not supplementary but central to accountability. These findings resonate with the theory of responsive regulation proposed by Ayres and Braithwaite (1992), which suggests that law must adapt to social and technological developments. In Indonesia, this theory is reinforced by the adoption of MPPs and digital complaint channels.

4.8. Implications and Future Research

The practical implication of this study is the urgent need for adaptive regulatory reforms responsive to technological change and social dynamics. The government must strengthen supervisory mechanisms, expand digital access, and enhance the competence of public officials. Citizen participation should also be institutionalized as a core component of public service governance. Future research should include broader empirical studies, such as comparing the implementation of Administrative Law at national and local levels or evaluating the effectiveness of digitalized public services in rural areas. International comparative approaches would also enrich both theoretical and practical insights, enhancing the originality and global relevance of Administrative Law studies in Indonesia.

V. Conclusion

Based on the discussion, it can be concluded that Administrative Law (HAN) plays a fundamental role in ensuring effective, efficient, and accountable public service delivery. HAN functions not only as a normative instrument regulating governance but also as a controlling mechanism that limits administrative authority to remain within legal boundaries. Clear and transparent regulations have proven to minimize the risk of abuse of power, streamline bureaucratic procedures, and encourage services that are more responsive to citizens' needs. The effectiveness of public services is determined by three main pillars: the consistency and quality of regulations, the capacity of public officials to apply the principles of good governance (accountability, transparency, participation, and efficiency), and the use of information technology to accelerate service processes. These three aspects are interconnected and collectively shape the quality of public service delivery. Nevertheless, this study has limitations, as most of the data analyzed are derived from secondary literature, which may not fully capture empirical dynamics in practice. Moreover, there remains potential debate over the extent to which existing regulations can effectively address complex bureaucratic challenges, particularly in regions with limited infrastructure. The practical implication of this research is the necessity for regulatory reforms that are adaptive to technological developments and social dynamics, improvements in the competence of state apparatus, and stronger public participation in service evaluation. Future studies are encouraged to conduct comparative analyses between the implementation of HAN at the national and local levels, or empirical research on the effectiveness of digitalized public services, in order to deepen both theoretical and practical contributions. In conclusion, HAN should be positioned not merely as a normative legal framework, but as a strategic instrument for sustainable bureaucratic reform, ensuring that public services remain fair, responsive, and oriented toward the needs of society.

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