

Government Effectiveness and Good Governance Index: The Case of Indonesia

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Abstract: *Good governance is a critical aspect of organizational culture, especially in the public sector. This article explores the relationship between government effectiveness and good governance, focusing specifically on the Indonesian context. Understanding this relationship is crucial for organizational culture studies, as it highlights the impact of leadership, policy-making, and administrative competence on the overall functioning of an organization. The primary aim is to assess how the effectiveness of government institutions in Indonesia impacts the broader dimensions of good governance. The author obtained data through the UN, World Bank, WJP, and CCGI websites, and visualized them for easy understanding. The findings indicate a significant correlation between government effectiveness and the quality of governance. Improved bureaucratic efficiency, policy implementation, and service delivery are closely linked with higher scores on the governance index. However, challenges in combating corruption and ensuring consistent rule of law remain notable hurdles. The study concludes that enhancing government effectiveness is crucial for the advancement of good governance in Indonesia. While progress has been made, sustained efforts are required to address ongoing challenges. The findings of the study provide lessons on how organizational culture in government institutions can be improved or reformed.*

Keywords: *government effectiveness; good governance; organizational culture; governance index; government index.*

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Introduction

In an era of globalization and rapid socio-political change, government effectiveness and good governance are key factors for sustainable national development (Leal Filho et al., 2016). Effective governance is not only vital for accelerating economic growth but also important in ensuring equitable distribution of wealth, maintaining political stability, and promoting social welfare (B. Rothstein, 2011; Sharma, 2007). In this context, Indonesia, as the world's third-largest democracy, offers an interesting and complex case for understanding the dynamics between government effectiveness and good governance. The dynamics of governance refer to the workings and interactions between elements in the governance system and its management (Emerson et al., 2012; Teisman et al., 2009). These include aspects such as policy-making dynamics that involve how decisions are made, including the role of policymakers, the influence of interest groups, and public participation. Governance dynamics are also closely related to the practices and methods used to manage the country's resources, including finances, natural resources, and human resources (Pahl-Wostl, 2009). Good governance includes transparency, accountability, and efficiency. Implementing these three pillars not only improves an organization's performance and reputation but also strengthens the trust of the public (Bakhtiar, 2021; Keping, 2018; Widanti, 2022).

Since the Reformasi era began in the late 1990s, Indonesia has undergone significant political and administrative transformation (Diprose et al., 2019; Wibawa et al., 2020). These reforms were marked by decentralization of power,

bureaucratic reform, and efforts to increase government transparency and accountability (Kristiansen et al., 2009; Turner et al., 2022). While much progress has been made, challenges remain, including in terms of corruption, bureaucratic efficiency, and inequality in public services. Governance effectiveness in Indonesia is a critical issue, given the country's demographic and geographic complexity. With more than 17,000 islands and a highly diverse population, governing effectively is a unique challenge. Governance effectiveness here relates not only to economic improvement but also to the government's ability to manage diversity, strengthen social justice, and ensure equitable development across regions (Gisselquist, 2012). To measure governance effectiveness, this study will use the Governance Index. This index is an important tool that measures various aspects of governance, including regulatory quality, corruption prevention, and the quality of public services. Using this index, this research aims to assess how Indonesia performs in various aspects of governance.

Several previous studies raised the same theme as this research. Some of them are from research conducted by Hartanto et al. (2021), which reviews the issue of the perceived effectiveness of e-governance as an underlying mechanism between good governance and public trust. Some studies have examined how policy transparency and accountability processes contribute to more effective governance (Adiputra et al., 2018; Sabani, 2021; Sakapurnama & Safitri, 2012). There are also other studies that focus on the success and failure of anti-corruption policies and their impact on public perceptions and trust in government (Ngatikoh et al., 2020; Setyaningrum et al.,

2017). However, while previous studies have explored aspects of governance in Indonesia, there is still a lack in the literature of a comprehensive analysis linking Indonesia's good governance index with government effectiveness. Therefore, this study aims to fill this gap. The research problem to be explored is the relationship between Indonesia's score in the Good Governance Index and overall government effectiveness. Based on this question, this study aims to analyze the dynamics and relationship between the Governance Index and government effectiveness in Indonesia. The results of this study are expected to provide new insights into ways to improve government effectiveness in Indonesia. In addition, the findings are also useful for policymakers in evaluating and designing more effective governance strategies.

Method

This research is a qualitative study that focuses on analyzing comprehensive secondary data to evaluate government effectiveness and quality of governance. Data was obtained from credible and international sources such as the UN, World Bank, WJP, and CGGI websites. This data collection includes various indicators related to government effectiveness and aspects of governance. After data collection, the authors proceeded with an in-depth analysis of both quantitative and qualitative data. The aim was to assess the relationship between government effectiveness and the quality of governance. In the analysis process, the author utilized easy-to-understand data presentations, such as graphs, tables, and diagrams. This approach allowed for a clearer interpretation of the results, facilitating the identification of significant patterns or trends. Next, the author took a step further by conducting a critical

evaluation of the data obtained. This involved examining various aspects, including the effectiveness of the bureaucracy, policy implementation, and service delivery, as well as identifying challenges faced, such as issues of corruption and consistency in the application of the law. As such, the study not only presents a comprehensive analysis of the data but also provides in-depth insights into the dynamics affecting the effectiveness and quality of governance.

Result and Discussion

Evaluation of Government Effectiveness in Indonesia

Evaluation of government effectiveness in Indonesia can be seen from several important aspects. First, we need to consider bureaucratic efficiency. This includes how decision-making processes are implemented, how fast and transparent they are, and how unnecessary bureaucracy is reduced to improve efficiency. Efficient bureaucratic performance is crucial in ensuring that government resources are used effectively and efficiently (Mihaiu et al., 2010; Yaro, 2023). Second, policy implementation is another critical aspect. This involves assessing how policies made by the government are implemented on the ground. This includes looking at the extent to which the policy succeeds in achieving the set objectives, as well as how the policy is adapted or changed to overcome various challenges or obstacles that arise during the implementation process.

Furthermore, the quality of public services is an important benchmark for evaluating government effectiveness. This includes assessing the quality of services provided to the public, such as education, health, infrastructure, and other public services. Good public service quality

demonstrates the government's ability to meet the needs and expectations of its citizens (Baser & Tan, 2023; Chatzoglou et al., 2013). In addition, transparency and accountability are also important aspects of the evaluation. An effective government must be open in its activities and decisions and be able to account for its actions to the public (McDermott, 2010; Shkabatur,

2012). Overall, an evaluation of government effectiveness in Indonesia should consider these aspects. Through a comprehensive evaluation, areas that need improvement can be identified, and steps can be taken to improve the effectiveness of the government in serving the interests of its people.

Table 1. Indonesia Government Effectiveness Indicator

| Government Effectiveness | 2020 | | 2021 | 2022 | |
|---------------------------------|-----------------|---------------|-------------|-----------------|---------------|
| | <i>Estimate</i> | <i>StdErr</i> | | <i>Estimate</i> | <i>StdErr</i> |
| | 0.32 | 0.23 | 0.35 | 0.24 | |
| | 8.00 | 8.00 | 8.00 | 8.00 | |
| | 63.81 | 64.76 | 66.04 | 66.04 | |
| | 50.48 | 51.43 | 54.72 | 54.72 | |
| | 78.81 | 74.29 | 76.89 | 76.89 | |

Source: Worldwide Governance Indicators, World Bank 2023

Table 1 shows the estimated government effectiveness for three consecutive years: 2020, 2021, and 2022. The estimated government effectiveness increases from year to year. These values range from -2.5, indicating weak governance, to 2.5, indicating strong governance. Indonesia's estimated government effectiveness increases each year from 0.32 in 2020 to 0.35 in 2021, and further increases significantly to 0.44 in 2022. This indicates that there has been a measured improvement in government effectiveness throughout the period. Furthermore, the standard error (StdErr) shows the variability around the point estimate for governance. In context, Indonesia's standard error remains relatively stable, at 0.23 in 2020 and 2021, and sees a small increase to 0.24 in 2022. The consistent standard errors indicate that the level of uncertainty or variability in these government effectiveness measures does not change significantly from year to year. Furthermore, each government effectiveness measure is

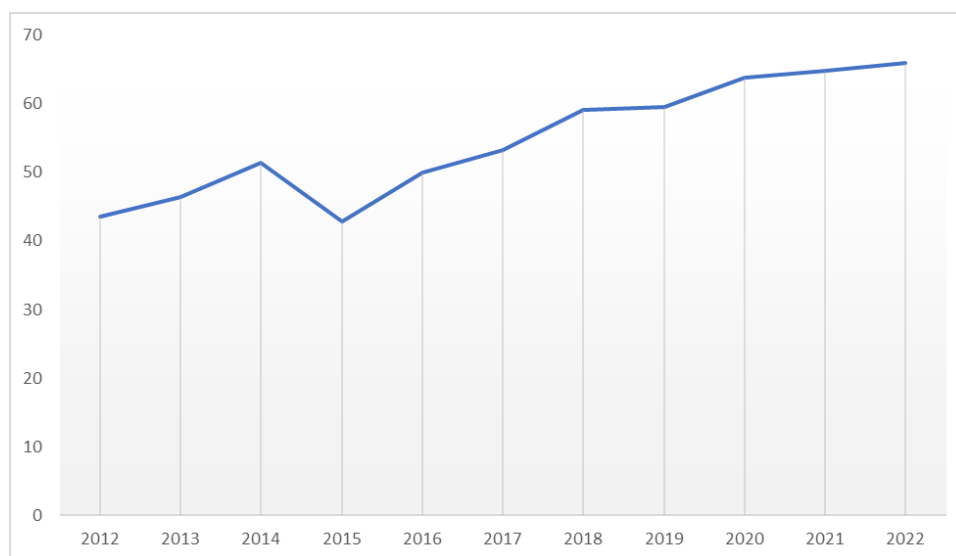
based on 8 data sources, indicating that the analysis is supported by the same number of sources (NumSrc) each year, providing a strong basis for comparison. The number of sources used for this government effectiveness measure is 8.00 each year, indicating that the evaluation is based on the same number of information sources each year, providing consistency in the data collection methodology.

The ranking shows the relative position of a country among all countries assessed, with 0 being the lowest ranking and 100 being the highest ranking. Indonesia's global government effectiveness ranking shows consistent improvement. It starts at 63.81 in 2020, increases slightly to 64.76 in 2021, and jumps to 66.04 in 2022. This shows an improvement in the relative position of government effectiveness in a global context. Furthermore, there is a confidence interval that is divided into two (upper and lower) and is around 90%. In the Indonesian context, the lower and higher confidence intervals also increased

year-on-year. In 2020, the intervals range from 50.48 to 78.81, in 2021 from 51.43 to 74.29, and in 2022 from 54.72 to 76.89. An increase in the lower bound indicates increased certainty that government effectiveness is above a certain level, while a change in the upper bound indicates variation in the maximum potential effectiveness assessed. Overall, the data shows a positive trend in Indonesia's

government effectiveness from 2020 to 2022, with consistent improvements in effectiveness estimates and ratings, as well as confidence intervals indicating increased certainty in effectiveness assessments. This could be indicative of improvements in aspects such as the quality of public services, bureaucratic independence from political pressure, and credibility in policy implementation.

Figure 1. Progress of the Effective Rate of the Indonesian Government (2012-2022)



Source: Worldwide Governance Indicators, World Bank 2023

Figure 1 shows the trend of government effectiveness in Indonesia from 2012 to 2022 with percentage rankings (from 0 to 100) of Indonesia's government effectiveness indicators from 2012 to 2022. In 2012, Indonesia's government effectiveness percentile rank was above 50, indicating that Indonesia was in a relatively good position. However, there were fluctuations in the rankings over the period 2013 and 2015, where the rankings dropped to close to 40, indicating some challenges or changes in government effectiveness over the period. Furthermore, starting in 2016, there was a consistent improvement in the

government effectiveness rating, with a steady upward trend indicating improvements in governance and policies. In the period 2019–2022, the percentile rankings show a very positive trend, peaking near 60 in 2022. This indicates that Indonesia's government's effectiveness has improved significantly. Despite some fluctuations, there has been an upward trend in Indonesia's governance effectiveness over the past decade. This can be interpreted as improved quality of public services, better policymaking, and increased independence from political pressure. This improvement is the result of various

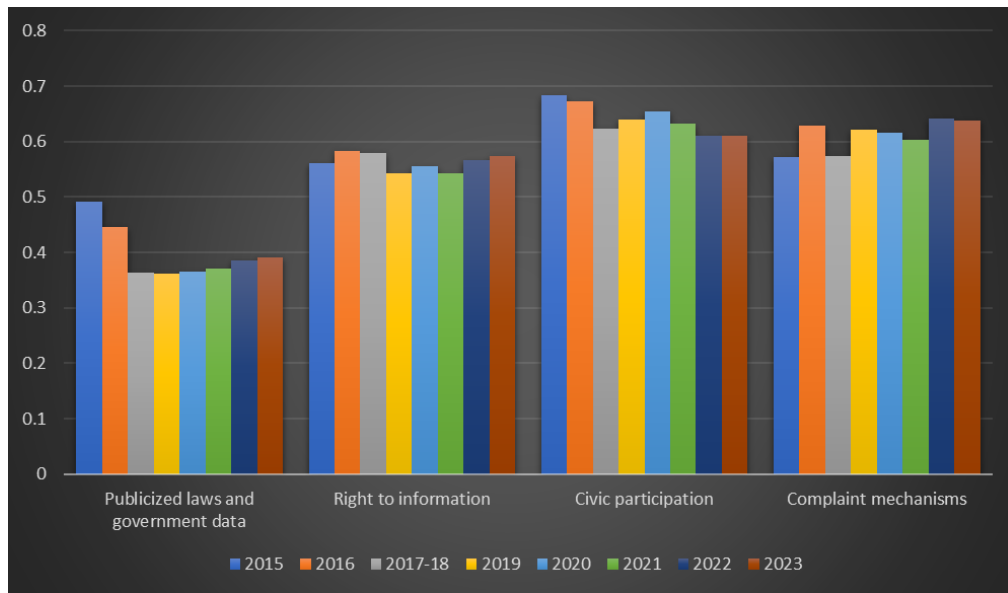
reforms and initiatives undertaken by the government to improve governance and services to the people.

Indicators of Good Governance in the Indonesian Context

Indicators of Good Governance in the Indonesian Context is an important theme that explores the various aspects

and criteria that define effective and efficient governance in Indonesia. It will highlight the importance of transparency in decision-making processes and accountability mechanisms in government. This includes how information is delivered to the public and how government officials are held accountable for their actions.

Figure 2. Indonesia's Open Government Score (2015-2023)



Source: WJP Rule of Law Index, 2023

Figure 2 illustrates progress in four distinct but related governance areas over an eight-year span, from 2015 to 2023. These areas are important indicators of transparency, public engagement, and the mechanisms available for the public to hold governments accountable. The first category, "Publication of government laws and data," shows a promising upward trend in the availability and accessibility of government legal documents and data. This suggests that there has been a coordinated effort to increase transparency, which is likely to facilitate better public understanding and oversight of government processes. The second

category, "Right to information," shows the public's ability to access information held by the government. A rising bar indicates improvements in the legal and practical framework that empowers citizens to request and receive government-held information, which is the foundation of a democratic society.

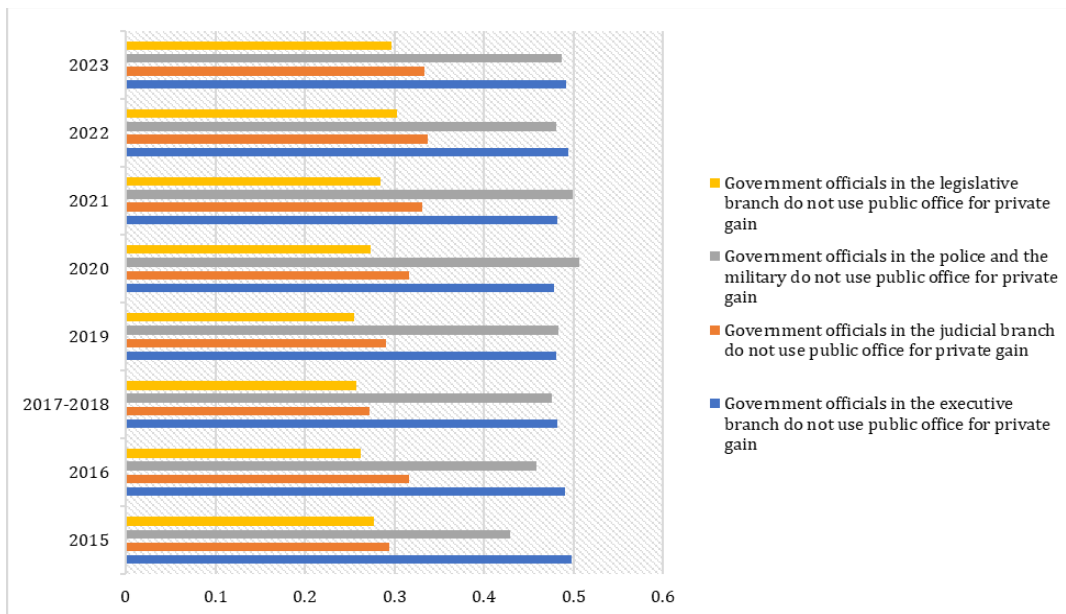
"Civic participation," the third category, measures the extent to which governments engage citizens in decision-making processes. The steady increase in the height of this category over the years indicates that there have been more avenues and opportunities for citizens to influence government policies and

decisions, reflecting a more inclusive approach to governance. The final category, "Grievance mechanisms," relates to the processes available for individuals to raise concerns or complaints about government decisions or actions. The almost consistent increase throughout the year indicates a strengthening feedback infrastructure, enabling better government response and accountability. Across all categories, progress was seen with slight fluctuations, which may reflect changes in the political climate, policy implementation, and shifts in public priorities. The years 2020 and 2021 show a particularly notable increase, which can be attributed to the global trend of digitization and increased civic awareness during those years, perhaps triggered by the challenges of the COVID-19 pandemic.

Overall, this bar chart serves as a visual representation of the evolving relationship between governments and their citizens, encompassing efforts to increase transparency, promote participation, and strengthen accountability mechanisms. It summarizes a positive narrative of growth and engagement, suggesting a deepening of democratic practices during the years under review.

In addition to government transparency, a focus on the strategies and mechanisms in place to prevent and address corruption in government is also a key assessment in good governance. This includes anti-corruption laws and regulations, as well as the institutions responsible for fighting corruption.

Figure 3. Use of Public Goods by Government Officials



Source: WJP Rule of Law Index, 2023

Figure 3 provides an overview of how government officials in four different branches—legislative, police and military, judiciary, and executive—are complying

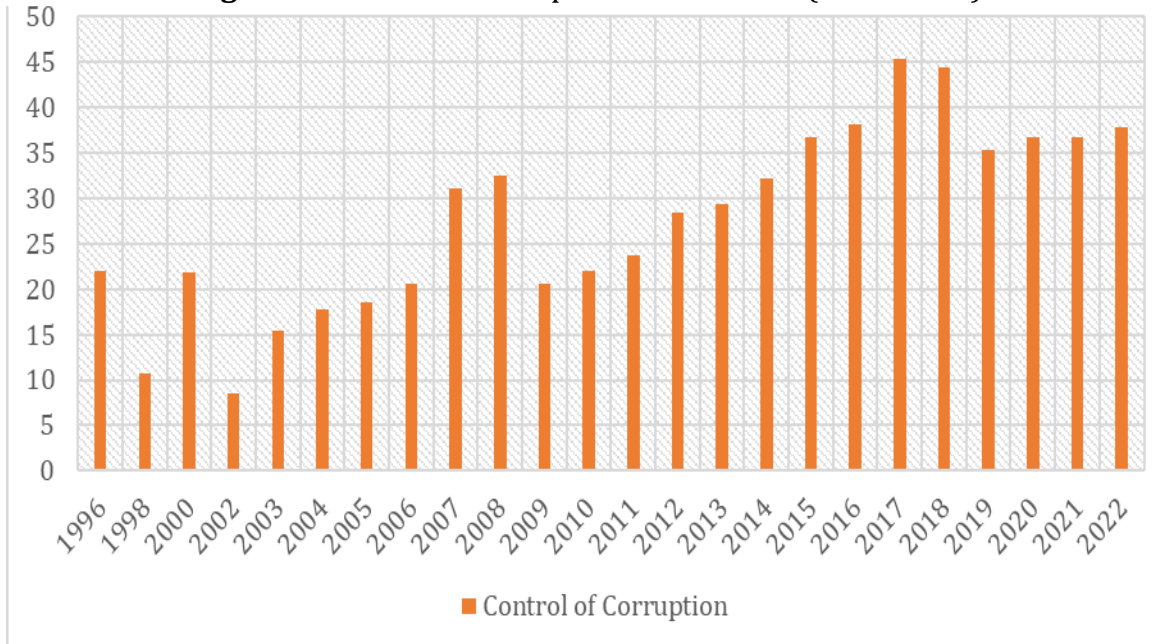
with ethical norms that prohibit the use of public office for personal gain. Each category is represented by a different color and given a scale from 0 to 0.6 to

assess the extent to which these rules are being followed. From 2015 to 2023, the different lengths of the bars reflect fluctuations in officials' behavior or public perceptions of that behavior. Shorter bars indicate an increase in alleged violations of the ethical norms, while longer bars indicate a higher level of compliance with the norms. Changes in the length of the bars from year to year can be interpreted as a response to various factors, such as changes in regulations, strengthening of oversight institutions, effectiveness of the legal system, or even changes in public sensitivity and awareness of corruption issues.

The gray category representing the legislative branch, for example, shows consistent variations throughout the year,

which may signal changes in the behavior of legislative officials or in the reporting and disclosure of related cases. The yellow categories, which represent the police and military, may indicate how these institutions perceive and address potential conflicts of interest within their ranks. The blue bars for the judiciary and the orange bars for the executive also provide similar insights related to the respective branches of government. Overall, the graph demonstrates the importance of ongoing monitoring and reform efforts to ensure integrity in government. It also underscores the need for transparency and public disclosure so that citizens can make informed judgments about the behavior of the officials they elect and serve.

Figure 4. Control of Corruption in Indonesia (1996-2022)



Source: Worldwide Governance Indicators, 2023

The handling of corruption in Indonesia since 1996 has indeed shown significant fluctuations. Based on the Worldwide Governance Indicators (WGI), which uses a scale of 0-100 to assess the

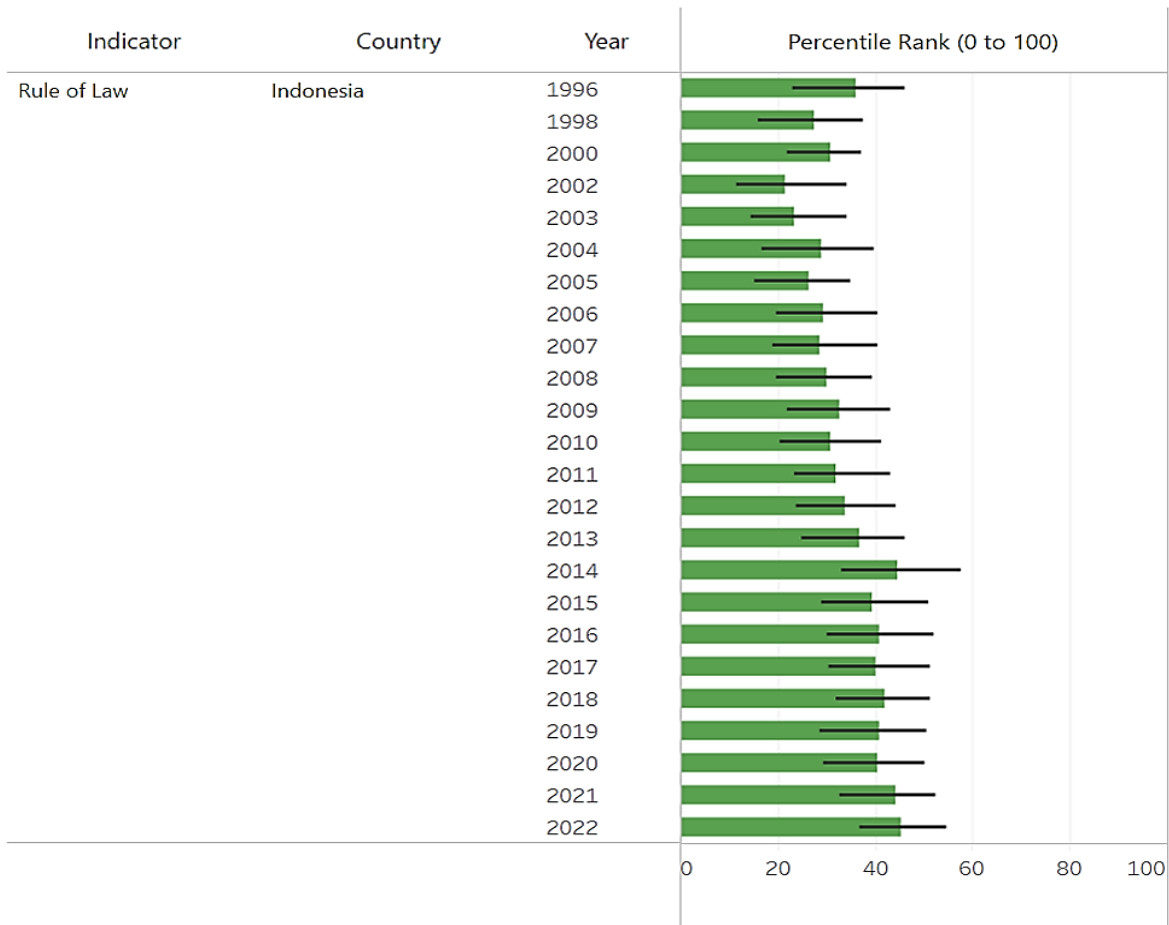
success of countries in dealing with corruption, Indonesia has never reached 100 and often even scores below 50.00. Figure 4 shows that the highest score for handling corruption was in 2017, with a

score of 45.24. This indicates that in that year, Indonesia reached its highest level of success in handling corruption since 1996. However, this score is far from perfect. Instead of increasing, the post-2017 corruption handling rate has decreased until 2022 to 37.74. At the end of the New Order era, the score for handling corruption was quite low, at only 10.70. This shows that there were serious problems with handling corruption at that time. Furthermore, at the beginning of the reform era, in 2002, the score was even lower, reaching a low of 8.47. This data reflects the huge challenges Indonesia faces in its efforts to eradicate corruption. While there have been moments of

improvement, overall there is still much room for improvement. Factors such as strengthening law enforcement agencies, increasing transparency, and public participation in oversight could be key to improving this score in the future.

Furthermore, law enforcement in Indonesia is one of the critical aspects of realizing good governance. As a developing country, Indonesia faces various challenges in ensuring that the law is enforced fairly and effectively (Kumar, 2007). Good law enforcement reflects the country's commitment to the principles of democracy, justice, and human rights (Flores et al., 2021; Reif, 2000).

Figure 5. Indonesia's Rule of Law Score (1996-2022)



Source: Worldwide Governance Indicators, 2023

From the graph, it can be seen that there is variation in Indonesia's law enforcement ranking over the period 1996–2022. The green bars show the percentile values for each year. In the early period of the graph, around 1996, Indonesia had a relatively low ranking in terms of the rule of law. However, there is a gradual upward trend over time, with some fluctuations. In some years, there is a significant increase, while in other years, there is a decrease. This assessment could indicate that, while there may be efforts to improve and strengthen the legal system in Indonesia, there are indications that law enforcement is far from successful. In the context of a 0 to 100 scale, a percentage score below 50 could mean that law enforcement in Indonesia is not very effective. This could be a reflection of various challenges, such as issues of corruption, efficiency of the justice system, judicial independence, and public access to justice. This rating also suggests that there is significant room for improvement. To approach or cross the 50th percentile threshold, Indonesia may need to implement deeper legal reforms, improve government transparency and accountability, and strengthen law and justice institutions. In this regard, a ranking of less than 50 not only reflects Indonesia's relative position to other countries but also indicates the need for

critical introspection and evaluation of the domestic legal system to identify weaknesses and formulate effective strategies to enforce the law and improve governance.

Regulatory quality is a key factor in good governance and an important indicator of an effective and efficient legal system in a country (Nizam & Hassan, 2018; Poniatorowicz et al., 2020; B. Rothstein & Teorell, 2012). In Indonesia, regulatory quality concerns how well government regulations are designed, implemented, and enforced, as well as their impact on economic and social activity. In Indonesia, efforts to improve regulatory quality have become a top priority, especially to improve the investment and business climate. Reforms in the regulatory system are often characterized by pruning inefficient regulations, harmonizing standards between agencies, and improving public access to legal information. However, the journey towards high-quality regulations is not without obstacles. There needs to be a strong commitment from all elements of the government to continuously improve and evaluate existing regulations. This includes fighting corruption, which often hinders the implementation of effective regulations, and ensuring that all levels of society can easily access the legal system.



Source: Worldwide Governance Indicators, 2023

Figure 6 displays the regulatory quality ranking in Indonesia from 2012 to 2022, rated on a percentage scale from 0 to 100, where 0 indicates the lowest regulatory quality and 100 indicates the highest quality. Starting in 2012, we see that Indonesia ranks below 50 percent, with a figure of around 45.5, indicating that there is significant room for improvement in regulatory quality. Subsequently, there has been a moderate but consistent improvement almost every year. In 2013 and 2014, the rating improved slightly but was still below 50 percent. A more noticeable improvement occurred in 2015, when the rating jumped to a value above 48, indicating progress in regulatory reform. Then, there was a significant spike in 2017 that brought the rating to almost 56 percent, signaling a more substantial improvement in regulatory quality.

After 2017, the graph shows that Indonesia's regulatory quality ranking

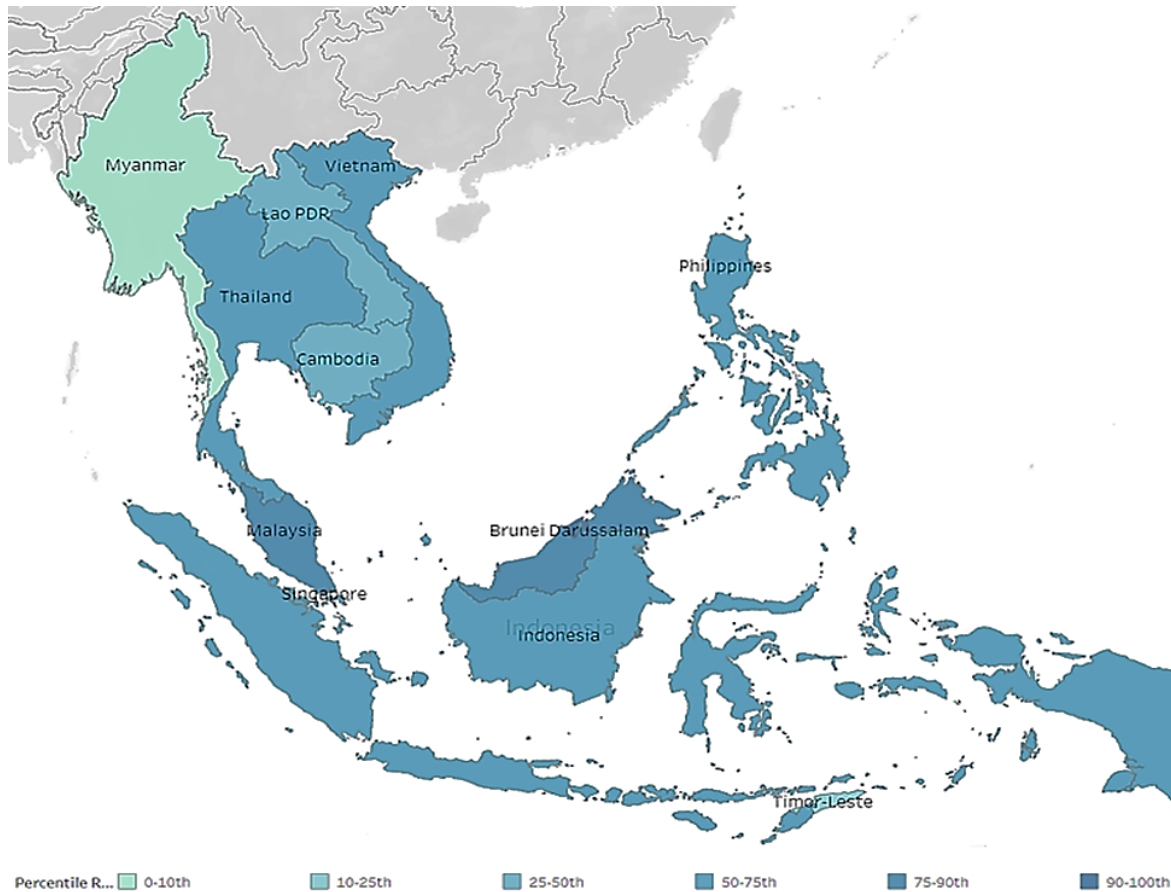
fluctuated. The year 2018 saw a slight decline, followed by an increase in 2019 that brought the score almost to 67 percent, which was the peak of the period shown. However, in 2020, there was a drop to a value of around 58 percent. Interestingly, in 2021, the ranking saw a very sharp increase to almost 61 percent, before dropping again in 2022 to a value of around 59 percent. Overall, this graph reflects that, despite the ups and downs, there has been a positive trend in the quality of regulation in Indonesia over the past decade, with some years showing significant progress. Declines in some years may indicate specific challenges or changes in economic and political conditions that affect the implementation and effectiveness of regulations. However, the general trend shows continued efforts to improve the quality of regulation in the country.

A Comparative Analysis of Government Effectiveness and Governance Quality

As one of the important aspects of a country's development and progress, government effectiveness and quality of governance are topics that continue to attract attention (Christiane, 2006; Grindle, 2004; Kurtz & Schrank, 2007). Government effectiveness and quality of governance are two crucial aspects in measuring the success of a country (Andrews, 2008). Government

effectiveness includes the ability to formulate and implement policies that promote public welfare, while the quality of governance relates to the way the government manages resources and serves the people (B. O. Rothstein & Teorell, 2008). These aspects reflect the extent to which the government can meet the expectations and needs of its citizens, as well as demonstrate a level of transparency, accountability, and integrity in carrying out its duties.

Figure 7. Single Map View of Comparative Government Effectiveness in Southeast Asia



Source: Worldwide Governance Indicators, 2023

Figure 7 provides a visual representation of government effectiveness in various countries in the Southeast Asian region. Different color scales are used to indicate the level of

effectiveness, with darker colors indicating higher values.

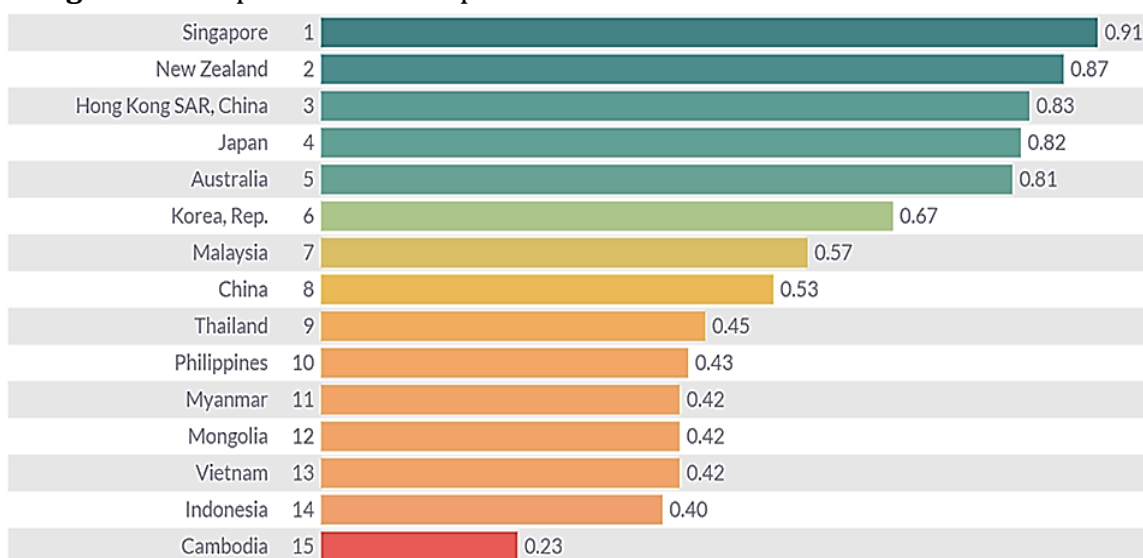
Singapore, Brunei Darussalam, and Malaysia are the countries that show a darker color, indicating that they have a

higher level of government effectiveness compared to other countries in the region. This reflects stable government systems, efficient bureaucracies, and consistent policies. Singapore, in particular, is consistently rated high in various global indices for governance and government transparency. Furthermore, Indonesia, Thailand, Vietnam, and the Philippines have a medium color, indicating that these countries have a moderate level of government effectiveness. This indicates that there are successes in policy implementation and the quality of public services. For example, Indonesia, as the region's largest democracy, has challenges in coordinating policies across a wide and diverse range of government levels, while Vietnam has performed relatively well in terms of stable economic growth and improved public services. And the last ones are Myanmar, Laos, Cambodia, and Timor-Leste. These countries have a lighter color. It indicates a lower index value. This reflects issues such as political instability, corruption, inefficient bureaucracy, and weaknesses in

policy-making and implementation. Especially for Myanmar, the unstable political situation, especially after the recent military coup, definitely affects the effectiveness of its government. Meanwhile, Timor-Leste, as a relatively new country with limited resources, faces challenges in building an effective governance infrastructure.

There is significant variation in trends in government effectiveness across the region, with some countries showing a clear improvement while others have stagnated or even declined. These changes can be influenced by various factors, including political and administrative reforms, economic development, leadership changes, and domestic socio-political conditions. This analysis shows that the level of government effectiveness can be influenced by various factors, including political history, economic structure, social stability, and the quality of government institutions. Countries with more effective governments tend to have lower levels of corruption.

Figure 8. Comparison of Corruption Absence in East Asian and Pacific Countries



Source: WJP Rule of Law Index, 2023

Figure 8 shows a bar chart depicting the absence of corruption index scores in several East Asian and Pacific countries. The values given on the horizontal axis indicate the index score, with higher values indicating lower corruption, which is often associated with higher levels of government effectiveness. Singapore tops the list with the highest score of 0.91, indicating that it is considered to have the lowest level of corruption among the countries listed, which is consistent with its reputation as having one of the most efficient and transparent government systems. New Zealand and Hong Kong SAR both also have very high scores of 0.87 and 0.83, indicating very low corruption and, therefore, high government effectiveness. Cambodia's lowest score on the list, 0.23, indicates that Cambodia is considered to have high levels of corruption, which is often associated with challenges in government effectiveness.

Indonesia itself is placed in 14th place with an absence of corruption index score of 0.40. This position places Indonesia among countries with relatively high corruption in the regional context. As a country with a lower score than its

neighbors, such as Singapore, Malaysia, and Thailand, this suggests that there is significant room for Indonesia to improve in terms of fighting corruption and increasing the effectiveness of its governance. This score may indicate some of the challenges faced by Indonesia in terms of governance, including institutional strength in fighting corruption, transparency in public administration, and effective accountability mechanisms. Nevertheless, Indonesia has made some progress in its fight against corruption, including the establishment and strengthening of the Corruption Eradication Commission (KPK). However, the score indicates that more efforts are needed to achieve higher standards of government effectiveness and reduce overall corruption.

In addition to low levels of corruption, the openness of government is another important factor that contributes to the establishment of effective governance. The openness of government refers to the extent to which citizens can access information about government activities and participate in the decision-making process.

Table 2. Comparison of Open Government in East Asian and Pacific Countries

| COUNTRY | REGIONAL RANK | OPEN GOVERNMENT SCORE |
|------------------|---------------|-----------------------|
| NEW ZEALAND | 1 | 0.82 |
| AUSTRALIA | 2 | 0.81 |
| KOREA, REP | 3 | 0.72 |
| JAPAN | 4 | 0.70 |
| HONG KONG, CHINA | 5 | 0.69 |
| SINGAPORE | 6 | 0.61 |
| INDONESIA | 7 | 0.55 |
| MONGOLIA | 8 | 0.49 |
| THAILAND | 9 | 0.48 |
| PHILIPPINES | 10 | 0.47 |
| VIETNAM | 11 | 0.45 |

| | | |
|-----------------|----|------|
| MALAYSIA | 12 | 0.42 |
| CHINA | 13 | 0.40 |
| MYANMAR | 14 | 0.30 |
| CAMBODIA | 15 | 0.24 |

Source: WJP Rule of Law Index, 2023

Table 2 shows government openness scores in the East Asia and Pacific region, with countries ranked by score. New Zealand, Australia, and South Korea occupy the top three positions with scores above 0.70, signifying very high levels of government openness. This reflects a mature governance system where transparency, accountability, and public participation are highly prioritized. With scores of 0.40, 0.30, and 0.24, China, Myanmar, and Cambodia occupy the bottom positions, signifying low levels of government openness, reflecting more closed governance systems and limited public participation. Indonesia itself ranks 7th in the openness of government ranking in the East Asia and Pacific region with a score of 0.55. This indicates that Indonesia has a moderate level of government openness compared to other countries on the list.

Government openness in Indonesia, as reflected by this score, signifies the efforts that have been made to increase transparency and strengthen

public participation in decision-making processes. By ranking higher than some other countries in the region, Indonesia shows that progress has been made in terms of openness of government. However, the score also indicates that there is still room for improvement, especially when compared to countries like New Zealand and Australia that top the list with much higher openness scores. The link between open government and good governance is seen in aspects such as reducing corruption, improving public services, and strengthening democracy. For Indonesia, improving openness could involve improving the accessibility and quality of information provided to the public, strengthening oversight institutions, and providing more opportunities for citizens to engage directly in the policy-making process. These efforts can help Indonesia climb higher in the regional rankings and also improve its overall governance effectiveness.

Figure 9. Comparison of Good Government Index



Source: Chandler Government Index, 2023

For comparison purposes, the image above is a comparison chart between Malaysia, Singapore, and Indonesia in terms of the Good Government Index. This chart evaluates various dimensions that are important indicators of good governance, including Leadership & Foresight, Robust Laws & Policies, Strong Institutions, Financial Stewardship, Attractive Marketplace, Global Influence & Reputation, and Helping People Rise. Singapore consistently excels in almost all aspects of the Good Government Index compared to

Malaysia and Indonesia. Malaysia generally sits between Singapore and Indonesia, while Indonesia shows potential for improvement in a number of areas to achieve higher standards in good governance. In the uploaded radar chart, Indonesia is shown to have a mixed performance in various aspects of the Good Government Index. Overall, Indonesia shows a lower score compared to Singapore and Malaysia, but this provides a useful overview of the areas where Indonesia can improve to enhance its governance.

Table 3. World Ranking of Good Government Index

| Ranking | Country | Score | Ranking | Country | Score | Ranking | Country | Score |
|---------|-----------|-------|---------|-----------|-------|---------|---------|-------|
| 1 | Singapore | 0.868 | 19 | Australia | 0.728 | 37 | Hungary | 0.581 |

| | | | | | | | | |
|-----------|----------------|-------|-----------|----------------------|-------|-----------|--------------------|-------|
| 2 | Denmark | 0.833 | 20 | United Arab Emirates | 0.722 | 38 | Croatia | 0.573 |
| 3 | Finland | 0.832 | 21 | Iceland | 0.713 | 39 | Bulgaria | 0.572 |
| 4 | Switzerland | 0.830 | 22 | Belgium | 0.701 | 40 | China | 0.571 |
| 5 | Norway | 0.814 | 23 | Slovenia | 0.689 | 41 | Georgia | 0.564 |
| 6 | Sweden | 0.805 | 24 | Czech Republic | 0.678 | 42 | Romania | 0.549 |
| 7 | Netherlands | 0.804 | 25 | Portugal | 0.667 | 43 | Serbia | 0.547 |
| 8 | Germany | 0.794 | 26 | Spain | 0.664 | 44 | Indonesia | 0.538 |
| 9 | New Zealand | 0.763 | 27 | Israel | 0.658 | 45 | Russian Federation | 0.536 |
| 10 | United Kingdom | 0.759 | 28 | Lithuania | 0.645 | 46 | Kazakhstan | 0.532 |
| 11 | Ireland | 0.755 | 29 | Poland | 0.644 | 47 | Thailand | 0.531 |
| 12 | Austria | 0.747 | 30 | Chile | 0.641 | 48 | Greece | 0.529 |
| 13 | Japan | 0.747 | 31 | Latvia | 0.627 | 49 | Rwanda | 0.525 |
| 14 | South Korea | 0.741 | 32 | Malaysia | 0.618 | 50 | Vietnam | 0.520 |
| 15 | Estonia | 0.740 | 33 | Italy | 0.617 | | | |
| 16 | France | 0.740 | 34 | Uruguay | 0.604 | | | |
| 17 | United States | 0.738 | 35 | Mauritius | 0.582 | | | |
| 18 | Canada | 0.734 | 36 | Costa Rica | 0.581 | | | |

Source: Chandler Government Index, 2023

Table 3 shows the Good Government Index rankings of various countries. The index includes indicators such as regulatory governance, quality of bureaucracy, and transparency, all of which are important components in evaluating government effectiveness and

good governance. Singapore and Denmark lead the index with very high scores, indicating that these two countries have well-regulated governments, high-quality bureaucracies, and exceptional levels of transparency. Finland, Switzerland, Norway, and Sweden follow closely

behind, indicating that European countries, particularly the Nordic countries, stand out in key aspects of good governance. Countries from different continents achieved high scores as well, with Japan, South Korea, and Estonia showing that the quality of good governance is not limited to one geographic region or economic development model. The United States and Canada, both countries with large economies and significant global influence, placed well in the index but did not lead, suggesting that there are differences in the way good governance is practiced in countries with great economic power.

Indonesia itself is ranked 44th with a score of 0.538, placing it in the middle of the table. This indicates that Indonesia has some attributes of good governance, but there is still much room for improvement. Regulatory governance in Indonesia may still require reforms to improve efficiency and effectiveness. The quality of bureaucracy could be improved to ensure better services for citizens, and transparency may need to be enhanced to strengthen public trust and government accountability. Indonesia, as a developing economy and relatively young democracy, faces unique challenges in building strong and resilient governance institutions. Its position on the Good Government Index shows that progress has been made, but to reach the standards set by the index leaders, Indonesia needs to continue to work hard on improving its governance, increasing transparency, and strengthening its institutions. This will not only help improve its ranking in the index but will also generally bring greater benefits to the country's economic and social development.

Conclusion

This study has provided an insightful analysis of the pivotal relationship between government effectiveness and the facets of good governance in Indonesia. The core revelation of this study is the substantial link between the efficiency of government institutions and the quality of governance in Indonesia. We observed that improvements in bureaucratic efficiency, policy implementation, and service delivery are intrinsically connected to better governance, as measured by various governance indices. This correlation highlights the profound impact of administrative competence, leadership quality, and effective policymaking on the overall organizational culture of public sector institutions. However, our analysis also brings to light the ongoing challenges in the Indonesian governance landscape, notably in the areas of corruption and the consistent enforcement of the rule of law. These issues represent significant barriers to realizing the full potential of good governance in the country.

The study concludes that for Indonesia, the path to enhanced governance lies in bolstering government effectiveness. While there have been commendable strides in certain areas, there is a clear need for sustained and focused efforts to overcome the existing hurdles. The lessons gleaned from this research extend beyond the Indonesian context, offering valuable insights into how the organizational culture in government institutions globally can be improved or reformed. However, it is important to acknowledge the limitations of our research. The study's focus on Indonesia provides in-depth insights but also means that the findings may not be directly transferable to other countries with different political and cultural

contexts. Future research should aim to expand this study's findings by exploring similar dynamics in other nations, particularly those within the Southeast Asian region, to understand if these correlations hold in different contexts. Moreover, incorporating qualitative-quantitative methodologies could provide a richer understanding of the subjective experiences of governance among citizens and officials. In conclusion, our research contributes to a deeper understanding of the dynamics of governance in Indonesia, highlighting the pivotal role of government effectiveness. It offers valuable insights for policymakers and governance practitioners, emphasizing the need for continual improvement in government operations to foster a more transparent, accountable, and effective governance system.

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