

THE FUTURE OF BUREAUCRATIC REFORM IN COMBATING CORRUPTION: INTEGRATING GOOD GOVERNANCE AND THE INDONESIAN LEGAL SYSTEM

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Abstract

This research discusses the urgency of bureaucratic reform as a key strategy in combating corruption in Indonesia, emphasizing the integration of Good Governance principles and the national legal system. Bureaucratic reform is seen as a fundamental step to enhance transparency, accountability, and the effectiveness of equitable public services. The objective of this study is to identify both challenges and opportunities in building a clean bureaucracy through strengthening legal norms and the continuous application of good governance practices. This research method employs a qualitative approach with literature analysis from regulations, previous studies, and related institutional documents. Research results show that the success of bureaucratic reform is highly determined by the consistency of applying Good Governance principles that align with the Indonesian legal system, especially in the aspects of law enforcement, internal oversight, and inclusive public participation. These findings emphasize that Indonesia's future in combating corruption heavily relies on the synergy between transparent bureaucracy, strong rule of law, and community involvement in the ongoing democratic process.

Keywords: Bureaucratic Reform, Good Governance, Corruption Eradication, Indonesian Legal System

INTRODUCTION

Corruption is a global challenge that hinders development and reduces public trust in government. According to Transparency International (2023), the global Corruption Perceptions Index (CPI) shows that more than two-thirds of countries score below the threshold of 50, causing economic losses of up to 2% of the world's GDP annually. This issue is even more severe in developing countries, where bureaucratic corruption obstructs the achievement of the Sustainable Development Goals (SDGs). In Indonesia, corruption as an extraordinary crime causes trillions of rupiah in losses to the state budget, damages social, economic, and political structures, weakens institutions, creates inequality, and hinders development and poverty alleviation (Puanandini et al., 2024). Bureaucratic reform, decentralization, good

governance, and digital technology have been proven to enhance the effectiveness, efficiency, and accessibility of public services (Kusnaedi et al., 2025). These approaches emphasize accountability and transparency within an adaptive legal system to ensure sound and efficient governance (World Bank, 2020), aimed at reducing corruption and strengthening institutional resilience amid globalization and digital disruption. In Indonesia, bureaucratic reform and public service improvements have progressed significantly since the democratic transition of 1999 through amendments to the Civil Service Law, which were further strengthened in 2009 (Akbar et al., 2021).

In the national context, corruption became a critical issue after the 1998 Reform Era. With Indonesia's CPI score reaching 34 in 2023 (ranked 110 out of 180 countries), bureaucratic corruption has caused state losses of up to IDR 50 trillion per year, according to the Corruption Eradication Commission (KPK, 2023). Presidential Regulation No. 81 of 2010 on bureaucratic reform successfully improved the reform index across 93.98% of ministries by 2022. Bureaucratic reform has been one of the main public demands since the multidimensional crisis of 1998, which resulted in MPR Decree No. XI/MPR/1998 on clean governance free from corruption, collusion, and nepotism (KKN), as well as MPR Decree No. VI/MPR/2002 mandating bureaucratic reform based on the principles of transparency, accountability, and public service (Sudja, 2019). The concept of good governance emerged as a new paradigm for modern government administration, emphasizing public participation, transparency, accountability, effectiveness, and the rule of law to build a clean, responsive, and professional bureaucracy (Dr. Manotar Tampubolon, S.H., M.A. et al., 2023). However, despite the implementation of various policies, corrupt practices remain widespread, eroding public trust in the government, weakening institutions, and hindering national development. Therefore, anti-corruption strategies must be comprehensive, involving institutional reform, strict law enforcement, and active public participation to create governance that is clean and integrity-driven (Puanandini et al., 2024).

The concept of good governance in developed countries emerged from government failures to perform their functions and the high degree of political intervention that exploited the bureaucracy for electoral interests. The legal system plays a crucial role as a framework that integrates rules and enforcement mechanisms to establish order, fairness, and prevent overlapping authorities (Hayatun Nisa & Barirah, 2025). According to Lawrence M. Friedman, legal effectiveness depends on a balance among three main elements structure, substance, and legal culture so that law can be responsive to societal needs (Razak, 2023). However, law enforcement in Indonesia is still dominated by a positivist paradigm focused on legal certainty while often neglecting substantive justice, leading to the phenomenon of "*the law is sharp downward but blunt upward.*" Therefore, legal reconstruction is necessary to balance certainty with justice, accountability, transparency, and public participation in accordance with good governance principles (Dewi, 2019).

Although various bureaucratic reform policies have been implemented, corruption in Indonesia still shows a worrying trend. Transparency International reported that Indonesia's 2023 CPI score stands at 34, ranking 110 out of 180 countries, indicating that anti-corruption efforts remain far from optimal (Transparency International, 2023). Previous studies have tended to focus on regulatory aspects or law enforcement, yet few have deeply examined the integration between good governance principles and the legal system as a framework for

sustainable bureaucratic reform (Razak, 2023). As a result, existing reforms often remain partial and unable to balance legal certainty with substantive justice, contributing to the recurring phenomenon of selective law enforcement (Dewi, 2019). This condition underscores the urgency of developing a bureaucratic reform model that not only emphasizes regulatory enforcement but also strengthens legal culture and public accountability as prerequisites for clean governance.

In line with the issues outlined above, this study aims to examine how good governance principles can be integrated with the Indonesian legal system to strengthen the effectiveness of bureaucratic reform in combating corruption. The findings are expected to offer a reform model that not only focuses on legal certainty but also considers substantive justice, accountability, transparency, and community participation to establish cleaner and more sustainable governance.

IMPLEMENTATION METHOD

This study employs qualitative analysis using a library research approach (Tsani et al., 2024). This analytical approach was chosen because the research topic focuses on conceptual and normative analysis regarding the future of bureaucratic reform in combating corruption through the integration of good governance and the Indonesian legal system. Data collection relies primarily on secondary sources obtained from various scholarly readings, including books, journal articles, legal documents, institutional reports, and other relevant literature.

RESULTS AND DISCUSSION

1. Bureaucratic Reform as a Strategy for Combating Corruption

Bureaucratic reform is essentially one of the systematic and continuous efforts to improve the structure, culture, and governance of the bureaucracy so that it becomes more effective, efficient, clean, and accountable. The bureaucracy is viewed as a fundamental instrument in State governance, therefore its level of success is largely determined by the quality of the bureaucracy. When the bureaucracy operates professionally and with integrity, public service functions can be carried out very well, just as with the aim of realizing a clean government. Thus, bureaucratic reform is not merely an administrative agenda, but becomes a main foundation in strengthening democracy and national development.

Although the bureaucratic reform agenda has been initiated since the post-reform era of 1998, practices in the field still show various serious problems. The Indonesian bureaucracy is characterized by a patrimonial and feudalistic cultural structure that remains deeply rooted (Abdullah, 2023), therefore decision-making processes are often influenced by political proximity or personal relationships rather than professionalism. Corruption also continues to occur structurally, ranging from illegal levies in public services to large-scale misuse of budgets. The merit system, which emphasizes qualifications, competence, and performance in the appointment and promotion of civil servants, faces substantial obstacles in practice (Maysura, 2025). This condition directly impacts the low quality of public services, which are often perceived as convoluted, slow, and unresponsive to the needs of society. In addition, bureaucratic oversight mechanisms remain ineffective because they are often influenced by

political interests that weaken the independence of law enforcement agencies as well as internal government auditors.

At present, bureaucratic reform strategies are no longer sufficient if they only focus on improving organizational structures, but they must be directed toward systemic and cultural transformation. There are three main aspects that receive attention in these changes, namely:

a) Digitalization of Public Services

The use of information and communication technology has become one of the effective strategies in preventing corruption. E-government, e-budgeting, e-procurement, and e-court programs have begun to be implemented to reduce direct interaction between bureaucrats and the public, thereby minimizing opportunities for bribery and illegal levies. Bureaucratic digitalization also supports transparency because every process is systematically recorded and can be audited.

b) Strengthening the Merit System in the State Civil Apparatus (ASN)

Modern bureaucratic reform emphasizes the implementation of a merit system, namely the placement of officials based on competence, integrity, and performance, not political proximity or personal relationships. The implementation of the merit system through the Computer Assisted Test (CAT)-based Civil Service Candidate Selection System (CASN) is one of the concrete steps to prevent collusion and nepotism in ASN recruitment.

c) Improving the Quality of Internal and External Oversight

The Government Internal Supervisory Apparatus (APIP), the Audit Board of Indonesia (BPK), and independent institutions such as the Corruption Eradication Commission (KPK) must be strengthened comprehensively so that they can carry out oversight functions effectively. In addition, public participation in public oversight through whistleblowing systems and public information disclosure becomes an important instrument for suppressing bureaucratic corruption practices.

Bureaucratic reform that is relevant to the current situation is not only oriented toward corruption prevention but also toward improving public trust and the effectiveness of state services. In the era of globalization and information openness, the public has become increasingly critical of government performance (Moestopo & Isaura, 2020). Therefore, bureaucratic reform must be positioned as a long-term strategy to build sustainable governance.

2. Good Governance as the Foundation of Government Administration

The concept of Good Governance is a paradigm that emphasizes the importance of transparent, accountable, effective, and efficient governance, as well as active public participation. This idea was first introduced by the World Bank in 1992 in its report *Governance and Development*, which stated that development can only take place when state power is exercised responsibly by upholding the principles mentioned earlier. Then, in 1997, the United Nations Development Programme (UNDP) formulated nine main characteristics of Good Governance, namely participation, rule of law, transparency, responsiveness, consensus orientation, equality, effectiveness-efficiency, accountability, and strategic vision.

These principles are not merely normative concepts but have become global standards adopted by many countries, including Indonesia. In the national context, Good Governance is considered an important instrument in strengthening democracy after the 1998 reform.

Indonesia, which previously experienced a centralized government with power concentrated in the executive branch, later carried out various legal and institutional reforms to encourage more open and responsive governance. For example, the enactment of Law Number 28 of 1999 on the Administration of a Clean State Free from Corruption, Collusion, and Nepotism (KKN), which emphasizes the importance of accountability and transparency in government administration. In addition, Law Number 14 of 2008 on Public Information Disclosure strengthens the public's right to access information, thereby expanding the space for public oversight of state policies.

However, the implementation of Good Governance in Indonesia still faces serious challenges. The biggest obstacle is the weak bureaucratic culture, which is still influenced by patterns of patrimonialism and political feudalism. In existing cases, bureaucratic decisions are often made not for the sake of public interest but for the interests of certain groups or individuals who have political proximity. This condition makes the principles of transparency and accountability difficult to implement consistently. Moreover, although regulations exist, law enforcement against violations of Good Governance principles is often selective. Corruption cases at the bureaucratic and political elite level are frequently handled with double standards, thereby reducing the authority of law as an instrument for enforcing good governance (Puanandini et al., 2024).

Besides serving as a normative concept, Good Governance also contains functional dimensions that determine how governments can operate efficiently in facing social and political complexities today. In the current era of globalization and technological advancement, applying Good Governance principles requires a bureaucracy capable of adapting to changing times. Effective government does not only rely on formal regulations but also must possess institutional capability and ethics to serve the public quickly, transparently, and accurately. This aligns with the increasingly firm public demands toward government performance.

The implementation of Good Governance in Indonesia has shown various developments, such as digital administrative transformation through e-government and e-procurement. This digital transformation aims to increase openness and reduce opportunities for corruption in public administrative processes. However, the effectiveness of these digital policies remains limited because not all government institutions have adequate human resources and infrastructure. Capacity inequality across different regions also presents a major challenge in achieving transparent and accountable governance evenly throughout Indonesia.

Beyond technology, the success of Good Governance also depends on the quality of human resources in the public sector. Civil servants (ASN) who are competent, transparent, and have high integrity are key assets in producing effective government management. Nevertheless, many civil servants still do not fully understand the fundamental values of Good Governance, which often results in the implementation of policies being administrative in nature without understanding the essence of public service. Capacity building for ASN through education, bureaucratic ethics training, and systems of rewards and sanctions must continue to be carried out so that bureaucratic reform reaches not only structural aspects but also moral and professional dimensions. Another challenge in implementing Good Governance in Indonesia is the low coordination among government institutions. Overlapping authority frequently causes public policies to become misaligned, which in turn creates inefficiency in public services. The principles of effectiveness and efficiency that underlie Good Governance should be realized

through inter-sectoral collaboration and strong coordination among institutions. Therefore, structural reforms emphasizing inter-agency cooperation and active involvement of civil society in monitoring governance are needed.

Moreover, implementing Good Governance must consider Indonesia's local context, which is rich in cultural, social, and economic diversity. The decentralization approach regulated in Law No. 23 of 2014 on Regional Government provides significant opportunities for regions to implement Good Governance principles according to local characteristics. However, in practice, decentralization can also create new opportunities for corruption at the local level if not supported by effective oversight systems. Thus, it is important to create a balance between regional autonomy and central government oversight so that governance remains open, efficient, and prioritizes public interest.

Ultimately, Good Governance is not only the responsibility of the government but also involves all elements of society. Active public participation is a crucial foundation in creating democratic governance. By providing opportunities for the public to supervise, criticize, and partake in policy processes, accountability can be realized meaningfully. Without public participation, the concept of Good Governance will remain merely an administrative slogan without deeper significance.

One concrete example is corruption cases in goods and services procurement, which still frequently occur despite regulations on e-procurement intended to enhance transparency. Abuse of authority in project tenders indicates that Good Governance principles have not yet been fully ingrained in bureaucratic practice (Atikasari et al., 2020). If procurement systems were implemented with openness and accountability, the potential for budget leakage could be minimized. In addition, public information disclosure, which is guaranteed by law, is still often hindered by bureaucracy through various administrative excuses, ultimately narrowing public participation in overseeing government processes.

From a democratic perspective, Good Governance functions as an instrument to strengthen government legitimacy. Democracy does not end at elections but must be realized in daily governance. With transparency, the public can understand how policies are formulated and how state budgets are managed. Accountability serves as a fundamental requirement for building a democratic and responsible government (good governance) (Weka Alicya, 2023), while public participation provides opportunities for citizens to become active subjects in development rather than mere objects. Therefore, Good Governance is not only related to bureaucratic management but also becomes an essential pillar in realizing substantive democracy.

Good Governance also has a close relationship with the legal system. The rule of law is an absolute requirement for Good Governance to function. Without laws that are consistent, transparent, and enforceable, Good Governance loses its substance. Weak law enforcement can create space for corruption, collusion, and nepotism to persist (Puanandini et al., 2024). This can be observed in various cases in Indonesia, where despite existing regulations, implementation is often hindered by political intervention or weak integrity of law enforcement officers.

Thus, Good Governance cannot be interpreted only as a normative concept but as a practical framework that requires consistent application in all aspects of state administration. The future of governance in Indonesia is greatly determined by how far these principles are

truly integrated with the national legal system and internalized into bureaucratic culture. If Good Governance remains only at the regulatory level without tangible changes in bureaucratic practice, corruption eradication efforts will be difficult to achieve. Conversely, if these principles are implemented consistently, Indonesia has a great opportunity to build a clean, democratic, and people-oriented bureaucracy.

3. Integration of Good Governance into the Indonesian Legal System

The Indonesian legal system, by implementing the principles of Good Governance, represents a strategic step to create a more transparent and accountable government. However, there are still many obstacles and challenges, such as weak law enforcement, overlapping regulations in its implementation, therefore the principles of Good Governance have not run optimally. Conceptually, Good Governance requires synergy between the rule of law, transparency, accountability, bureaucratic effectiveness, and public participation.

In Indonesia the implementation of these principles must align with comprehensive reforms, which include regulatory stages up to oversight mechanisms. The supremacy of law in Indonesia must be placed as the main foundation so that every policy and government action possesses legal certainty and avoids discrimination. With legal supremacy as the basis, transparency in governmental policy implementation can be ensured properly, and society gains a role as a supervisor to objectively assess government performance. In addition to that, the financial sector becomes a crucial indicator in implementing the assessment of Good Governance principles. Financial management based on transparency, accountability, and public participation has been proven to increase public trust toward state administration.

The principles of regional financial management are stated in Law No. 17 of 2003, Law No. 1 of 2004, and Law No. 15 of 2006, which can serve as guidelines in realizing good and effective governance. However, challenges remain, particularly those related to institutional aspects. Limitations within legal institutions and the ongoing prevalence of corruption practices demonstrate the low integrity of bureaucracy, which becomes a major obstacle.

To achieve better governance, the implementation of Good Governance principles within the Indonesian legal system must not only be viewed from a normative perspective but must also be concretely implemented through legal and bureaucratic reform. Weaknesses visible in the national legal system include overlapping regulations, weak inter-institutional coordination, and low coherence in law enforcement. As a result, the effectiveness of the legal system is often questioned because it is hindered by political interests and a patrimonial bureaucratic culture. Therefore, strategic steps are needed to build a structure that is efficient, adaptive to technological development, and upholds high standards of professionalism.

The government must reaffirm that law enforcement institutions are neutral instruments established based on public interest. In this context, integration between the police, prosecutors, and the judiciary becomes essential so that the justice system can run synergistically in accordance with the concept of the Integrated Criminal Justice System. Internal and external supervision needs to be strengthened through independent institutions such as the Judicial Commission and the National Police Commission. Additionally, within its mechanisms, check and balance between various institutions, the executive, legislative, and judiciary, must be revitalized to prevent power domination that could damage the principles of law.

Good Governance principles also require public participation in social control. The public

must not only play a symbolic role, but must be facilitated through clear mechanisms. In this regard, it is important to strengthen legal awareness through legal education at various levels, from schools, universities, to social institutions. Strong legal literacy can create better understanding of rights and responsibilities of society and reinforce the role of the public in supervising the government to ensure it remains in line with Good Governance principles.

Moral and ethical aspects of bureaucracy become a major focus. The integrity of state apparatus cannot be measured solely based on compliance with regulations, but also through moral commitment to serve the public honestly and professionally. Therefore, public ethics education is required as part of human resource development in governance, including the application of values of honesty, responsibility, and dedication to build a stronger legal culture. Legal reform must be balanced with moral alignment so that the system does not become rigid and cannot be misused.

In addition, regulatory strengthening is urgently needed. In the Indonesian legal system, there are still overlapping regulations and those that are not aligned with field realities, especially between central and regional governments. This creates legal uncertainty that potentially becomes an obstacle for investment and public services. The use of information technology can bridge the reinforcement of Good Governance principles. The implementation of legal systems based on Online Single Submission (OSS) and e-Government facilitates public services and minimizes abuse of authority. However, digital transformation must be accompanied by regulations protecting data privacy to prevent system misuse risks. The government must ensure that digitalization not only speeds up administrative processes, but also increases public trust in law and governance.

Referring to previous findings, this study shows that the success of implementing Good Governance principles is determined by strengthening institutional capacity and empowering society. Therefore, synergy between the government, civil society, and the private sector becomes urgent to be strengthened further in sustainable legal and institutional reform.

Strategic steps that can be taken in integrating Good Governance principles into the Indonesian legal system:

- a) Green Governance, integration with environmental issues, where each regulation and legal policy considers sustainability.
- b) Open Data Policy, building an information system that is open and easily accessible to society to monitor government performance in real time.
- c) Smart Justice System, the utilization of Artificial Intelligence in analyzing corruption patterns to enhance effectiveness as well as transparency.
- d) Cultural Reorientation, transforming hierarchical bureaucratic culture into a more service oriented culture reinforced by public service ethics toward integrity.

Therefore, the implementation of Good Governance integration within the Indonesian legal system is not only about regulation but also about cultural transformation. This must be balanced with strong political commitment so that Good Governance values truly produce a responsive government. In integrating Good Governance within the Indonesian legal system there are two main problems. First, in criminal justice accountability and transparency remain weak due to a legal culture that is still fragile against corruption practices, and low cohesion among law enforcement institutions, the police, prosecutors, the judiciary, and society, which

causes the justice system to be far from the Integrated Criminal Justice System concept. This decreases public trust and obstructs the realization of legal supremacy.

Second, within legislation there are problems in regulations between central and regional governments, and this phenomenon creates legal uncertainty. The minimal integration of law from the evaluation stage after implementation increases the potential for contradictory regulations that are not aligned with good governance. These two problems show that governance principles are normatively adopted, yet still face obstacles in implementation.

To ensure every policy is based on empirical data and objective evaluation, reforms in legislation require systematic legal analysis so that regulations are consistent hierarchically and responsive to societal needs. Synergy between reformulation of the criminal justice system and legislation based on legal analysis is the key to strengthening the integration of Good Governance principles within the Indonesian legal system.

Now we enter a new dynamic with the development of digital technology. The implementation of the Online Single Submission (OSS) policy demonstrates the government's commitment to shifting from conventional bureaucracy to digital based public services. This is evidenced by simplified licensing processes and minimized opportunities for abuse of authority, while reinforcing administrative accountability. However, low digital literacy within society creates a shifting barrier that becomes a fundamental challenge.

On the other hand, the presence of Artificial Intelligence (AI) within governmental governance opens new spaces to enhance Good Governance principles. This AI technology can expedite public services, detect deviations in administration, and improve efficiency. However, serious concerns arise regarding data privacy, algorithmic bias risks, and the absence of specific regulations addressing AI, raising public concern about its operation as a "black box" in decision making. This creates a legal dilemma, how to ensure that technology remains aligned with the rule of law while upholding human rights.

These two phenomena show that integrating Good Governance into the Indonesian legal system requires not only adaptive regulations toward digitalization, but also improved human resource readiness and strengthened legal infrastructure. AI and OSS are instruments of administrative law. Although there are many administrative improvements, major challenges remain in consistent institutional implementation and law enforcement in the digital era.

4. Bureaucratic Reform toward Eradicating Corruption

Bureaucratic reform is a strategic tool to build a clean, efficient, and responsible government. Bureaucratic reform is a systematic effort to prevent corruption through improvements in administrative systems, increased integrity of state apparatus, and implementation of Good Governance principles. This concept aligns with the Indonesian legal system, which places transparency, accountability, and the supremacy of law as the foundation of governance. Bureaucratic reform can achieve corruption eradication in two aspects. The first is the structural aspect, which includes institutional improvements and simplification of bureaucratic procedures to become simpler, clearer, and with no direct contact. By implementing e procurement, e budgeting, and e government, digitalization of public services has proven to reduce opportunities for abuse of authority in the procurement of goods and services. The second dimension is culture, the development of an integrity based culture and public service orientation focusing on societal interest.

Corruption eradication and bureaucratic reform are closely interconnected. Corruption does not only emerge from weak personal morality, but is also caused by a bureaucratic system that is complex, closed, and lacks oversight, creating opportunities for abuse of power such as bribery, illegal levies, and nepotism in decision making. Therefore, bureaucratic reform can be viewed as a preventive strategy to close corruption gaps through system improvement and behavioral change among state apparatus.

In this regard, bureaucratic reform in Indonesia is carried out through three main approaches, institutional, personnel, and public service systems. Institutional reform aims to reorganize governmental structures to become more efficient, with clear division of duties and avoidance of overlapping authority. The complexity of institutions and long bureaucratic chains often become the cause of influence peddling in decision making processes. Through structural simplification and reduction of administrative positions, the government seeks to reduce potential abuse of power.

Reform of personnel management is another important aspect in eradicating corruption. Civil servants must be recruited based on the principle of meritocracy, based on competence, performance, and integrity, not based on personal or political connections. A career system that is transparent and performance based will encourage a professional work culture within the bureaucracy. Additionally, a strict reward and punishment mechanism is needed so that any ethical or legal violations can be sanctioned fairly, while achievements are rewarded appropriately.

Besides institutional and human resource improvements, bureaucratic reform also emphasizes system improvement. The government has begun implementing information technology based systems such as e government, e budgeting, e procurement, and e audit to reduce direct interaction between officials and society, which has long been a source of corruption. Through these digital systems, every administrative and financial process can be openly tracked, minimizing manipulation opportunities.

Another important effort is reform in public services. Good public service becomes an indicator of bureaucratic reform success, because it is where bureaucratic integrity is directly tested. The implementation of integrated single window services and online based public services is a step toward creating transparency and efficiency in delivering services to the public. Therefore, illegal levies or gratification practices that previously occurred can be significantly reduced.

However, bureaucratic reform cannot be limited to system and structural changes, but must also encompass the cultural and moral dimensions of bureaucracy. Corruption culture often grows due to tolerance of unethical behavior in the workplace. Therefore, developing integrity and public ethics becomes a fundamental aspect of bureaucratic reform. The government, through the Ministry of Administrative and Bureaucratic Reform and the Corruption Eradication Commission, has launched the Integrity Zone program toward Corruption Free Areas and Clean and Serving Bureaucratic Areas in various institutions. This program encourages changes in bureaucratic work culture to become more service oriented and integrity based.

Although various measures have been taken, the implementation of bureaucratic reform in Indonesia still faces serious challenges. Resistance from bureaucrats toward change often becomes the main obstacle. Many officials remain trapped in old work patterns that are

inefficient and reluctant to abandon practices such as bribes that are considered normal. In addition, weak internal oversight, low human resource capacity, and strong political intervention in the bureaucracy hinder reform success.

Nevertheless, positive achievements have begun to appear. Several ministries, such as the Ministry of Finance and the Ministry of Foreign Affairs, have succeeded in achieving the status of Corruption Free Areas and Clean and Serving Bureaucratic Areas for building transparent and corruption free systems. The government also continues to promote digital transformation in public services to reduce potential abuse in various sectors. This is reflected in the improvement of Indonesia's Corruption Perception Index, although fluctuating, indicating progress toward a cleaner government system.

One sign of paradigm shift is the change in bureaucratic orientation from “being served” to “serving”. The implementation of Integrity Zones toward Corruption Free Areas and Clean and Serving Bureaucratic Areas in various government institutions provides concrete examples. This program does not only function as a commitment symbol, but also as a monitoring tool to ensure that public service governance truly changes. For example, the procurement system of goods and services has been reformed to become more transparent. The previous system was vulnerable to mark up practices. These changes reduce collusion opportunities between bureaucrats and the private sector. However, bureaucratic reform faces many issues.

Bureaucratic reform is not a short term project but a long process that requires consistency, political commitment, and public support. Eradicating corruption cannot rely solely on law enforcement agencies such as the Corruption Eradication Commission, the police, or prosecutors. Without changing the system and behavior within the bureaucracy, law enforcement becomes only a temporary solution. Bureaucratic reform is a structural strategy that serves as a primary barrier to prevent corruption before it occurs.

CONCLUSION

The Future of Bureaucratic Reform in Combating Corruption: The Integration of Good Governance and the Indonesian Legal System. This is a strategic step in building a government that is good, transparent, accountable, and responsive to the needs of society. This effort is not solely aimed at improving administrative matters, but also transforming the culture of the bureaucratic system to prevent corruption issues. In order to achieve the integration of Good Governance, there are several strategies that become the main steps. First, strengthening the digitalisation of public services to make them more transparent by using technology such as Artificial Intelligence. Second, strengthening internal and external supervision to minimise deviations. Third, implementing a bureaucratic system that is integrated through education. Fifth, ensuring that the integration of Good Governance in the Indonesian legal system aligns with and does not deviate from the principles that have been applied. With consistent implementation of these principles, bureaucratic reform and Good Governance become concrete instruments to reduce corruption cases that are widespread in Indonesia by building public trust in the government.

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