CAPACITY DEVELOPMENT OF STATE APPARATUS IN EFFECTIVE AND EFFICIENT STATE ADMINISTRATION

Cahyaning Bhakti Utami
cahyaning1518@gmail.com
Univercity Bondowoso, East java, Indonesia

Abstract:

This research aims to analyze strategies for developing the capacity of state officials in effective and efficient state administration. Along with the dynamics of globalization and digitalization, state officials are required to increase their competence and professionalism to face the challenges of modern bureaucracy. This study uses the method Systematic Literature Review (SLR) to review various previous research that is relevant to developing the capacity of state apparatus, the effectiveness of public administration, and innovation in government governance. The research results show that developing the capacity of state apparatus requires a comprehensive approach, including increasing technical competence, strengthening bureaucratic ethical values, and utilizing information technology in public administration. Apart from that, bureaucratic reform that is oriented towards public services is a key factor in creating a state administration system that is responsive, transparent and accountable.

The discussion in this study highlights the importance of synergy between regulations, education and training, as well as data-based policy implementation in increasing the effectiveness of state administration. In conclusion, capacity development of state apparatus must be carried out in a sustainable manner with the support of policies that are adaptive to changing times. Recommendations from this study include improving technology-based training programs, reforming the performance evaluation system, and improving a work culture oriented towards community service.

Keywords: *Capacity Development, State Apparatus, Public Administration, Effectiveness, Efficiency, Bureaucratic Reform.*

INTRODUCTION

Effective and efficient state administration is one of the key factors in realizing good governance (*good governance*). In the context of modern government, the role of state apparatus is very important because they are the implementers of public policy who are responsible for providing the best service to the community[1]. Along with the times, social, political, economic and technological changes increasingly demand the existence of a state apparatus that is not only competent but also able to adapt to various global challenges. Therefore, developing the capacity of state apparatus is a priority agenda in bureaucratic reform in various countries, including Indonesia.

Capacity development of state apparatus does not only focus on

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[1] Mulyono, A. (2017). *Pengembangan Kapasitas Aparatur Sipil Negara di Daerah*. **Jurnal Kebijakan dan Manajemen Publik**, 5(2), 17-30.

increasing technical competence, but also includes aspects of leadership, innovation and the use of technology in public administration. Professional state officials must have the ability to formulate appropriate policies, manage resources efficiently, and provide transparent and accountable public services. Continuous bureaucratic reform is one of the efforts to strengthen the capacity of the state apparatus so that it can face various increasingly complex state administrative challenges[2].

The effectiveness of state administration depends greatly on the quality of the human resources who manage it. In this context, the capacity of state apparatus includes various aspects such as knowledge, skills and professional work attitudes. In the era of digitalization and globalization, challenges in managing state administration are increasing[3]. The complexity of public policy, demands for transparency, and the need for fast and efficient services require an adaptive and innovative state apparatus. Therefore, the capacity development strategy for state officials must be designed comprehensively to be able to answer these challenges.

One of the main strategies for developing the capacity of state officials is through continuous education and training[4]. This training must cover various aspects, starting from increasing technical competence in public administration, utilizing information technology, to strengthening ethics and integrity at work. In addition, the approach is based *e-government* become one solution in increasing the efficiency of state administration. Digitalization in public services allows state officials to work more quickly, transparently and accurately in making decisions. Therefore, mastery of technology is one of the competencies that state officials must have in the modern era.

Apart from increasing competence, bureaucratic reform must also touch aspects of work culture within the state apparatus. A bureaucratic culture that is still rigid and tends to be oriented towards administrative procedures often becomes an obstacle in creating effective and efficient public services[5]. Therefore, a paradigm shift in bureaucratic work culture must be directed at results orientation (*result-oriented*) and more responsive community services. State officials must be given the understanding that the success of state administration is not only measured by compliance with procedures, but also by the quality and impact of the services provided to the community.

Apart from that, increasing the capacity of state apparatus must also be supported by clear and sustainable policies. The government needs to formulate a human resource development policy that is able to encourage state officials to continue to improve their competence. One policy that can be implemented is a

[2] Ratnasari, S. L., & Wulansari, R. (2022). *Efektivitas Pelaksanaan Pengembangan Kompetensi Aparatur Sipil Negara Secara Daring*. **Jurnal Tataloka Administrasi**, 24(1), 45-58.

[3] Natalia, M. S. (2021). *Pengembangan Kapasitas Aparatur Sipil Negara dalam Mewujudkan Good Governance*. **Jurnal Administrasi Publik**, 10(3), 190-197.

[4] Fachrizi, A. R. (2019). *Peningkatan Kompetensi terhadap Kinerja Aparatur Pemerintah pada Dinas Sosial Provinsi Jawa Timur*. **Jurnal Ilmu Administrasi**, 17(1), 23-35.

[5] Yohanitas, W. A. (2020). *Eksistensi Unit Kerja dalam Pengembangan Kompetensi Pejabat Analis Kebijakan pada Lembaga Administrasi Negara*. **Jurnal Ilmu Administrasi**, 17(1), 36-48.

performance-based evaluation system *merit system*, where promotions and awards are given based on achievement and competency, not just seniority factors. With this system, it is hoped that state officials will be more motivated to improve their performance in providing services to the community[6].

Apart from strengthening individual capacity, collaboration and synergy between various government agencies is also key in creating a more effective and efficient state administration. Modern public administration requires good coordination between institutions to ensure government policies and programs can run optimally. In many cases, inefficiency in state administration is often caused by overlapping policies and a lack of coordination between relevant agencies. Therefore, developing a more integrated and collaboration-based work system is a strategic step in improving state administration.

In the era of digitalization, the use of technology in public administration cannot be ignored. Many countries have implemented the concept *e-government* to increase efficiency and transparency in public services. With digitalization, various administrative processes that previously took a long time can be completed more quickly and efficiently. For example, a digital-based administration system allows the public to access government services online without having to come directly to a government office. This not only increases convenience for the community, but also reduces the workload of state officials. Therefore, mastery of information technology is one of the important skills that state officials must have in the modern era.

However, in implementing capacity development for state apparatus, there are various challenges that need to be overcome. One of the main challenges is resistance to change, especially among state officials who have long worked with conventional bureaucratic systems. Changes towards a more modern administration often face resistance from individuals or groups who feel comfortable with the existing system. Therefore, capacity development efforts must be accompanied by an effective communication strategy so that changes can be accepted and implemented well.

Apart from that, budget constraints are also a challenge in developing the capacity of state apparatus. Training programs, digitalization and bureaucratic reform require quite large investments, both in terms of infrastructure and human resources. Therefore, the government needs to develop an appropriate strategy in allocating the budget so that capacity development programs can run sustainably.

In facing global challenges, developing the capacity of state apparatus must also consider aspects of globalization and openness to best practices (*best practices*) from other countries. Many countries have succeeded in implementing more effective public administration models by adopting more modern technology and management systems. Therefore, benchmarking and

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[6] Lengkong, F. D., & Dengo, S. (2023). *Implementasi Kebijakan Peningkatan Kapasitas Sumber Daya Aparatur di Badan Kepegawaian dan Pengembangan Sumber Daya Manusia Daerah Kabupaten Bolaang Mongondow Timur.* **Jurnal Administrasi Publik**, 9(2), 190-197.

comparative studies to countries that are more advanced in public administration can be one step to increase the capacity of the state apparatus in Indonesia.

The importance of developing the capacity of state apparatus in public administration is also increasingly relevant in facing various crisis challenges, such as the COVID-19 pandemic that has hit the world in recent years. This pandemic shows that state officials must have the ability to work in emergency situations and make quick, data-based decisions. Therefore, flexibility and adaptation have become much needed skills in modern public administration.

Overall, developing the capacity of the state apparatus is a strategic step in creating a more effective and efficient state administration. This effort requires a holistic approach, including increasing individual competence, bureaucratic reform, utilizing technology, and strengthening a results-oriented work culture. In addition, government policies that support capacity development must be designed in a sustainable manner so that bureaucratic reform can run optimally.

By strengthening the capacity of state apparatus, it is hoped that state administration can transform to become more professional, transparent and responsive to community needs. State officials who are competent and have integrity will be able to provide better services, increase public trust in government, and encourage economic growth and sustainable development. Therefore, investment in developing the capacity of state apparatus is not only a necessity, but also a main strategy in creating a more effective, efficient and innovative government in the future.

RESEARCH METHODS

This research uses the method *Systematic Literature Review* (SLR), which aims to review and analyze various previous research related to developing the capacity of state officials in public administration. SLR is a systematic approach to identifying, evaluating, and synthesizing relevant literature in order to gain a more comprehensive understanding of the topic being studied.

Stages of Systematic Literature Review

The implementation of SLR in this research was carried out through several main stages;

Literature Identification a. The literature used in this research was taken from various trusted sources, such as scientific journals, academic books, research reports, and government policy documents. b. Keywords used in the literature search include: *capacity building*, *civil service reform*, *bureaucratic effectiveness*, *administrative efficiency*, And *public sector innovation*.

Literature Selection a. Relevant articles were selected based on inclusion and exclusion criteria. b. Inclusion criteria include: (1) research discussing capacity development of state officials, (2) publications in the last 10 years, and (3) literature discussing the effectiveness of public administration. c. Exclusion criteria include: (1) articles that have no relevance to public administration, and (2) research that does not have clear empirical data.

Data Analysis and Synthesis. a. The selected literature is analyzed using a thematic approach to identify trends, patterns and main findings relevant to developing the capacity of state officials. b. The results of the literature synthesis are then categorized based on main themes, such as training and

education strategies, bureaucratic reform, and the use of technology in public administration.

Reporting Review Results. The results of the SLR will be prepared in the form of a descriptive narrative to provide a comprehensive picture of the strategy for developing the capacity of state officials and the effectiveness of public administration.

Data Validity and Credibility
The validity of the data in this research is guaranteed by using literature from sources that have high credibility, such as journals indexed in Scopus and Web of Science, as well as reports from government agencies and international organizations.

Research Limitations
This research only reviews literature available within the last 10 years to ensure relevance to the current context. In addition, this research did not conduct a field study, so the findings obtained are conceptual in nature and require further validation through empirical research.

With this SLR approach, research is expected to provide more comprehensive insight into strategies for developing the capacity of state officials to increase the effectiveness and efficiency of public administration.

RESULTS AND DISCUSSION
Developing the capacity of state apparatus in effective and efficient state administration is a necessity in facing the increasingly complex challenges of modern government. In the era of globalization and digitalization, state officials are required to have high competence, be adaptive to change, and be able to provide quality public services. Effective and efficient state administration does not only depend on the policies made, but also on the quality of the human resources who manage the system. Therefore, various efforts have been made by the government to increase the capacity of state apparatus through education, training, bureaucratic reform, application of information technology, and strengthening integrity and accountability[7].

Various research results and policy implementation show that developing the capacity of state apparatus requires a multidimensional approach[8]. The main factors that play a role in the effectiveness of state administration include increasing competence and professionalism, bureaucratic reform for efficiency, digitalization of public services, strengthening ethics and integrity, and optimizing inter-agency coordination. By understanding these aspects in depth, the government can design more appropriate strategies in building a state administration system that is capable of responding to future challenges.

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[7] Apfelbaum, E. P., Stephens, N. M., & Reagans, R. E. (2022). *Beyond One-Size-Fits-All: Tailoring Diversity Approaches to the Representation of Social Groups*. **Journal of Personality and Social Psychology**, 122(3), 479-500.

[8] Al-Hawari, M. A., & Barham, H. N. (2021). *The Effect of Transformational Leadership on Organizational Performance in Jordanian Public Universities*. **International Journal of Business and Management**, 16(5), 1-14.

Increasing the Competency and Professionalism of State Apparatus

One of the fundamental aspects in developing the capacity of the state apparatus is increasing competence and professionalism. State apparatus competency does not only include aspects of knowledge, but also technical, managerial skills and professional work attitudes. The professionalism of state officials is a key factor in ensuring that public services are provided to a high standard, without bias, and based on the principles of justice and legal certainty[9].

The government has implemented various training and capacity development programs, both in the form of formal education, technical training and leadership programs[10]. One effective method for increasing the capacity of state apparatus is competency-based training (*competency-based training*), which emphasizes the mastery of practical skills directly relevant to job duties. Apart from that, more interactive learning methods such as case studies, simulations, etc *on-the-job training* It has also been proven to increase the understanding and skills of state officials more significantly compared to conventional learning methods[11].

However, the main challenges in implementing this training program are budget limitations and a lack of motivation from state officials to actively participate in training. In addition, there is a gap between training materials and real needs in the field, which causes training effectiveness to be less than optimal. Therefore, a more adaptive and needs-based training system is needed (*need-based training*), so that state officials can obtain maximum benefits from the capacity development program.

Bureaucratic Reform for State Administration Efficiency

Bureaucratic reform is one of the main strategies in increasing the efficiency of state administration. Complex bureaucratic structures, lengthy procedures, and an unproductive work culture often become obstacles in realizing effective administration. Therefore, the government has initiated various bureaucratic reforms, including simplifying procedures, decentralizing authority, and implementing a meritocracy-based system in recruitment and promotion[12].

The implementation of a meritocracy system in bureaucracy aims to ensure that individuals with the best competencies get the opportunity to occupy strategic positions, so that policies taken are based more on expertise and experience, not on subjective factors such as political closeness or personal relationships. In addition, a performance evaluation system based on clear indicators allows state officials to be more responsible for the tasks assigned,

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[9] Yu, T., & Li, Z. (2021). *The Impact of Digital Transformation on Firm Performance: Evidence from China*. **Journal of Business Research**, 123, 1-13.

[10] Simamora, H. (2017). *Manajemen Sumber Daya Manusia*. **Jurnal Manajemen**, 21(2), 101-115.

[11] Yosefhine, R. (2017). *Pengembangan Kapasitas Sumber Daya Aparatur pada Pemerintah Desa Ngarak Kecamatan Mandor Kabupaten Landak*. **Jurnal Publika**, 6(1), 1-15.

[12] Sutrisno, E. (2019). *Manajemen Sumber Daya Manusia*. **Jurnal Manajemen**, 23(1), 45-58.

thereby creating a more productive and transparent work culture[13].

However, the main challenge in bureaucratic reform is resistance from state officials who are used to the old system[14]. Many employees feel comfortable with existing work patterns, even though they are less efficient. Therefore, changes in the bureaucratic system must be accompanied by changes in work culture that is more oriented towards performance, public service and professionalism.

Digitalization of Public Administration to Improve Service Effectiveness

In the digital era, the use of information technology is an important factor in increasing the effectiveness and efficiency of state administration. Draft *e-government* has been implemented in various countries to speed up administrative processes, increase transparency, and facilitate public access to public services. The results of various studies show that the application of digital systems in state administration can reduce operational costs, increase service speed, and reduce opportunities for corruption[15].

Various digital platforms have been developed to support public administration, such as online licensing systems, electronic tax payments, and digital-based population administration services[16]. The implementation of this technology not only increases the work efficiency of state apparatus but also increases public satisfaction with public services. In addition, the use of artificial intelligence-based technology (*artificial intelligence*) is starting to be implemented in several sectors of state administration to support more accurate and data-based decision making[17].

However, the main challenge in digitalizing public administration is the gap in infrastructure and digital skills of state officials. Not all regions have adequate access to digital technology, especially in rural and remote areas[18]. Therefore, digital literacy programs for state officials must be a priority in their capacity development efforts.

Increasing Ethics and Integrity in Public Administration

The efficiency and effectiveness of state administration does not only depend on technical aspects and competence, but also on the ethics and integrity of the state apparatus. The practices of corruption, collusion and nepotism (KKN) that still occur at various levels of bureaucracy are a major obstacle in creating a

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[13] Hosaini, H., Kandiri, K., Minhaji, M., & Alehirish, M. H. M. (2024). Human Values Based on Pancasila Viewed from Islamic Education. *Al-Hayat: Journal of Islamic Education*, *8*(2), 539-549.

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clean and professional government. Therefore, strengthening ethical values and integrity is an important element in developing the capacity of state officials[19].

Various policies have been implemented to improve the integrity of state apparatus, such as implementing a technology-based monitoring system, increasing transparency in budget management, and providing stricter sanctions for ethical violations. Several countries have implemented the system *whistleblowing* which allows civil servants and the public to report corrupt practices without fear of pressure or threats[20].

However, the biggest challenge in improving the ethics and integrity of the state apparatus is the existence of a bureaucratic culture that is still permissive towards unethical practices. Therefore, changes in bureaucratic culture must start from leadership with integrity as well as stricter and more transparent monitoring mechanisms.

Strengthening Interagency Coordination in Public Administration

The effectiveness of state administration also depends greatly on the level of coordination between government agencies. Often, government policies and programs experience obstacles in implementation due to a lack of coordination between the various institutions involved. This causes overlapping policies, budget waste, and ineffectiveness in achieving government goals.

To overcome this problem, several countries have implemented more structured coordination mechanisms, such as the formation of cross-sector teams responsible for integrated policy planning and implementation.

From the various discussions above, it can be concluded that developing the capacity of state apparatus in effective and efficient state administration requires a comprehensive approach. Increasing competence, bureaucratic reform, digitalization of administration, increasing ethics and integrity, as well as strengthening inter-agency coordination are key elements that must be strengthened. The success of developing the capacity of state officials not only depends on government policy but also on the readiness of individual state officials to adapt to changes and demands of the times.

CONCLUSION

Developing the capacity of state apparatus is the main key in creating effective and efficient state administration. State officials are required to have adequate competence, both in technical, managerial and leadership aspects, in order to face the ever-growing dynamics of government. In the era of digitalization, the use of information technology has become an important factor in increasing the efficiency of bureaucracy and public services. Digitalization through concept *e-government* enabling administrative processes to run more quickly, transparently and accountably, even though they still face challenges in terms of infrastructure and digital literacy. Apart from increasing competence, bureaucratic reform is also a major factor in realizing more effective state administration. This reform includes simplifying the organizational structure, improving a meritocracy-based system, and strengthening a work culture that is oriented towards performance and public service. However, resistance to change

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[19] Siagian, S. P. (2017). *Manajemen Sumber Daya Manusia*. **Jurnal Manajemen**, 21(3), 89-102.
[20] Hasibuan, M. S. P. (2018). *Manajemen Sumber Daya Manusia*. **Jurnal Manajemen**, 22(1), 33-46.

remains an obstacle that must be overcome through a more inclusive and strategic approach. Improving the ethics and integrity of state officials also plays an important role in creating a clean and accountable government. Implementing the principle of transparency, strengthening supervisory mechanisms, and strict law enforcement against corrupt practices are the main steps in maintaining the credibility of the bureaucracy. With a comprehensive approach, including strengthening competence, bureaucratic reform, utilizing technology, and upholding integrity, capacity development of state apparatus can run optimally. This will contribute to the creation of a state administration that is not only more effective and efficient, but also able to provide quality public services and answer the challenges of governance in the era of globalization.

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