

How to Cite

Setyarto, D. B., Suraja, Y., Hadilinatih, B., Dominata, A., & Kholiyah, S. (2022). Understanding the best practices of public administration in the era of revolution 4.0: Scientific evidence from publications. *International Journal of Social Sciences*, 5(4), 287-295. <https://doi.org/10.21744/ijss.v5n4.2008>

Understanding the Best Practices of Public Administration in the Era of Revolution 4.0: Scientific Evidence from Publications

Dwiatmodjo Budi Setyarto

ASM Marsudirini Santa Maria Yogyakarta, Indonesia
Corresponding author email: dwiatmodjo.budi@gmail.com

Yohannes Suraja

ASM Marsudirini Santa Maria Yogyakarta, Indonesia
Email: yohannes.suraja@gmail.com

Bening Hadilinatih

Universitas Proklamasi 45 Yogyakarta, Indonesia
Email: beningwin@gmail.com

Ayurisya Dominata

Directorate of Politics, Law, Defense and Security National Research and Innovation Agency, Indonesia
Email: masterayurisyadominata@kine@gmail.com

Siti Kholiyah

Bureau for State Owned Properties Management and Procurement National Research and Innovation Agency, Indonesia
Email: nurlia_09@ymail.com

Abstract---We carry out this study intending to gain an in-depth understanding of the best practices of public administration in the era of the technological revolution, which is the result of scientific research publications in a multi-field context. In order to answer and enliven this discussion, we have conducted a series of data searches on several books and other academic papers that focus on telling the best practices of public administration in the revolutionary era. After getting the data, a high-in-depth evaluation data coding system is studied to get relevant results to answer the problem with high validity. After reviewing and discussing it, the best practice of public administration includes several things, including having a servant leadership spirit that is innovative and able to communicate. Conducive thinking saves many people and commits to continuously achieving government and private organizations' goals.

Keywords---best practice, public administration, revolution era, scientific, understanding

Introduction

In realizing a world-class government, of course, it must be anticipated with preparation and alertness in adapting to the super-fast changes in the industrial era 4.0 and the new everyday life order. All those engaged in public services, such as government employees, NGOs, and even business people, are required to provide quality public services (Rosa, 2019). The development of information technology, especially computerization and social media, makes it easier for the bureaucracy to work. However, on the other hand, this technology also allows the community to express their aspirations and demand better services from those carrying out the national mandate (Fathurrochman et al., 2021). Thus, public services must be public by improving the quality of work and governance and maintaining

accountability by utilizing information technology. Like it or not, public services must always be open-minded, continue to innovate, and simplify work processes. Whatever it is, community service must take advantage of technological advances, knowledge, and collaboration with related parties. From the existing conditions, we are still faced with various bureaucratic problems, including the composition of the state apparatus is still dominated by general administration positions, the high mismatch between public service positions and existing regional potentials, service professionals must continue to be improved, and discipline that is still lacking Requires intensive training (Janah & Rahayu, 2019).

To face various challenges of an increasingly complex and dynamic nation and to answer problems in the government bureaucracy, extraordinary efforts are needed and do not work routinely and mediocrity. One of them is changing the mindset and perspective on the existence of public services, which were previously understood to be only driven by rules, into investment-oriented human resources capital that is performance-oriented). For this reason, the direction of future public service development policies is developed based on the basic principles of human capital management, starting from planning the best service, recruitment and selection, competency development, performance appraisal and rewards, and career development to an increase in rewards (Ansell et al., 2021).

National Leadership Training is part of the career development of an apparatus. Of course, this training is not just a routine or a formality; this training is done to improve one's competence (Spanou & Sotiropoulos, 2011). Therefore, officials who attend the training are the people of choice to get the opportunity to broaden their horizons and experience to impact the individual performance of participants and organizational performance significantly. After this training, public services are expected to continuously improve their ability to refresh the organization following the vision of change public services have developed during the training. The alums of National Leadership Training can accelerate the realization of a clean and accountable government bureaucracy that is effective and efficient and has quality public services (Siddiquee, 2006).

Regarding leadership in government and any other party, the government thinks this is relevant to the current conditions, where nationally, we are facing a crisis due to the Covid-19 pandemic. The Covid-19 pandemic has accelerated the implementation of automation, artificial intelligence, and big data in all sectors of life. World leaders, governments, and organizations remind all levels of service that we are currently in a crisis. Therefore, we can no longer use a mediocre, monotonous, conservative way of working. The demands of the world of work show that we need several things in government leaders. The first is that innovative leadership is needed. Namely, a leadership model that always thinks about making breakthroughs and leaps: we contrast innovative leadership with conservative leadership, which usually brings the past into the present. We want to deliver innovative leadership that brings the future to the present. Innovative leadership is not a leadership pattern that likes to break the rules. Innovative leadership always takes creative actions within the corridors of applicable regulations (Tuesta et al., 2011; Rajkomar & Blandford, 2012).

The issue of public administration is to assist government and private parties in implementing and implementing policies effectively and efficiently. Although public services are considered a job that demands implementation success, public applications provide convenience for many parties from the introduction of various administrative management capabilities to achieve service goals (Thijs et al., 2017). Moreover, public administration is part of the leader's job in serving followers to get used to the common good and bring positive changes for both parties, both leaders and the community. The Republic of Indonesia, by following various rules and principles, public administration is considered a set of formal and objective rules governing decision-making in managing governance, both private and government; they are, of course, regulated by funding capabilities that lead to efficiency of activity and equality according to all circumstances (Nabatchi, 2018).

Moreover, crises must be relevant to the use of funding to support the program. Suppose people want to change to ensure that management decisions must be adequate, fair, and consistent. In that case, public services must assist in building legitimacy and leadership-management actions to achieve efficiency and productivity (Fernandez & Rainey, 2017). Furthermore, public services will undoubtedly help the parties in terms of accountability. In an increasingly modern era, all must be serious about providing services wisely, highly knowledgeable, fully responsive, and highly dedicated. Of course, the work must be served by a professional party who has the best practice standards by being aware of the latest scientific evidence findings—consistently providing services to the community supported by technology and following the best methods so that there is a good relationship between the government and the public (Meijer, 2011).

So sensitive to various elements of public administration, the government must continue to develop constructive networks, although somewhat conflicted but usually have slightly different goals, elements such as organizational theory, community demands, government capabilities, policies designed for the community, and changes in society are part of the administrative elements (Christensen et al., 2014). Public services must continue to be developed.

Suppose all of the above components have been able to be handled properly. In that case, public services are standardized and best practices in providing services as mandated by law and demanded by an increasingly globalized world (Williamson, 2001; Alexander et al., 2021).

Research Method

In this section of the material, we will describe the steps and procedures for conducting a literature review aimed at understanding the best practices of public aspiration in the revolutionary era based on scientific evidence from several publications that record the best public service issues in an international context (Salemink et al., 2017). The authors believe several best practices must be implemented to strengthen public administration services. Therefore we will try to understand what is meant by public land administration best practices in the era of cutting-edge technology based on scientific publications published between 2010 and 2022. The data was referred to in a series of electronic searches we have carried out on existing literature sources (Ridley, 2012).

Next, we organized this data analysis under the phenomenological approach. To get an exceptional understanding of the issue among the existing data, we get a relevant understanding to answer the problem by adhering to the principles of high validity and trust. The review process involves several technicalities; among others, we perform the data coding process, interpret the data, and draw conclusions with the aim of education as the findings of scientific studies. This study relies on secondary data from publications and books from several well-known literary sources, which can help solve the problem of understanding public administration best practices in government and private (Gale et al., 2013). These steps we have taken in carrying out our literature review, starting with the initial problem identification section, then an electronic search for data, and ending with paper reporting. This study was conducted qualitatively and followed the systematic reporting of the literature review (Okoli & Schabram, 2010).

Result and Discussion

In the following result and discussion section, we will report on some of the best practices we got from a series of reviews of several publications on public administration in the era of the technological revolution. All the study results will also be supported by a series of scientific evidence from several relevant publications to support the results of our study (Lozano & Vallés, 2007; Kaplan & Haenlein, 2009).

Innovative leadership

The first best practice is to strengthen the governance of public services, both government and private, which requires innovative leadership which can mobilize all components of public services to implement various targets and services to make changes from previous services that are still less relevant to public demands (Bason, 2018). So with the presence of innovation which is part of administrative and bureaucratic reform, which is a real effort to renew and improve the government's performance system, the crisis of public confidence in democracy so far will be better than the ruling order that does not serve the public so much to a democracy that is a civilized environment that finds itself as an innovative individual or leadership in providing services to the community and prioritizing the public interest above the interests of groups and guided by the government data law which is committed to providing public services so that the performance of the bureaucracy improves (Lipsky, 2010).

If the implementation of public services can be carried out like the land above, which prioritizes effectiveness, efficiency, responsibility, and accountability, it can be realized; then this has been said to be part of the perspective which puts forward bureaucratic reform that provides improvements and corrections and can also improve the quality of public services. All of this can be done when it has reform intentions and is supported by human resources with interest in serving the community so that the government can rearrange the bureaucratic reform agenda to become a stable and measurable government institution. All of this must have a design in innovative leadership policies that put forward the national bureaucratic reform agenda, which is the best practice of administrative innovation, which is a pioneer and has been carried out since reform. Even though the best practice is carried out through reform in the bureaucracy, errors still occur, and as a problem as an institution through the public must be passed by innovative leadership who thinks creatively so that a revolutionary bureaucracy can bring up ways of working ideas so that the public service space can be more efficient (Njonde & Kimanzi, 2014).

Servant leadership

The world recession, especially in western countries, occurred 20 years ago and has taught many lessons, especially in the economic field, including public services. Since the recession, many state governments have faced income problems and rising living costs; many governments need clarification about making policies to overcome the financial crisis (Wolf, 2014). This review undermines the state's administrative structure at the central and regional levels, which constantly requires laws to make breakthroughs so that violations and the public can be balanced. The government's choices in rearranging public policies have implications for public services so that citizens stay alive by overcoming all problems. The first policy is how the government can ensure policies because they have to develop between the budget they spend with the salaries of employees and others so that the public sector services are also burdened due to the prolonged crisis. The United States, a country that experienced this situation, finally made a breakthrough in improving public services so that 38% of the number of certified employees in that country had to reorganize their performance in serving the public. So with this breakthrough, there are indeed many who have laid off workers. However, in the public sector, they have to present a policy challenge so that the government law stops work and reduces wages. All these steps are part of an effort to prioritize public services, which favors the budget and public services (Postiglione, 2011).

Ability to see future

The next best practice is managing future-oriented public administration services. Anyone who plays a role in public service governance, both government and private, must have a proactive strategy to organize labor management with a specific orientation to meet the organization's objectives. Regarding how to identify and develop public services in the future, it is increasingly important because it will be more challenging when there is a management of human resources that must be productive and based on public administration that can answer problems in the future. Talented people work and can make employees and offices efficient to increase efficiency and be profitable for the government and the public (Trong et al., 2021; Igho, 2022). Therefore, every talented employee will undoubtedly have an intrinsic motivation to do work that is oriented successfully and satisfies many people. This is progress that each government sector must achieve in making various breakthroughs. The point is that public services must be prioritized. Good talent will affect much progress to anticipate how employees must do the existing skills to ensure complex and uncertain work can be carried out with various breakthroughs and leaps so that something can be differentiated not with an empty mind but with scientific glasses and evidence (Weber et al., 2012).

For workers to have a forward orientation, these contextual and intellectual factors must be aligned, and hope there will be a relationship between policy and implementation. Even though people are in the bag regarding human resources, there are frequent changes. However, the success story must continue to be echoed to present new challenges in workforce planning, especially the administration of public services and work data for effective and efficient job services. In such conditions, the benefits of expanding talent will undoubtedly be a challenge for management, which must deal with many potentials for change and things that stand out, and talent make a strategy for how management can achieve the desired goals (Berman et al., 2021). Therefore the view of the employee is still forward and strategic in doing things that offer solutions that benefit both organizations and governments and understand ideas and changes in the ideal future. Thus, a work scenario for a promising future supports the desired public service governance with working conditions supported by existing resources and strategic facilities and acting following the corridors to achieve public administration goals that prioritize forward orientation (Cornelissen, 2020).

Able to communicate the concept

The next best practice is that an employee who plays a role in public broadcasting services must communicate effectively to convey messages to the public. It is a communication process that should interactively exchange experiences and thoughts between people and express concerns with reactions, legal arrangements, and risk management institutions (Zaggy & Zaggy, 2011). Difficult communication conversations, such as during this pandemic, require continued activity with the public with the consideration of having technical knowledge about the development of circumstances in which social dynamics are constantly changing with social and economic diversity and the impact of the media so quickly (Chadwick, 2017).

Communication is a complex rock involving knowledge of views and opinions, which often results in tension, especially in policy-making. It is evenly distributed in a rapidly changing situation with various ideologies affecting implementation and evaluation (Parker et al., 2014). Effectively dealing with very complex crisis issues requires

fundamental values and strategies so that communicators can anticipate uncertain situations and sometimes inconsistent legitimacy that crosses various policies and good values, including competition, with various abilities of communicators who move in perspective with a direct relationship with evidence and communication strategies to the community that must continue to be optimized. Anyone who plays a role in communicating with the public must be able to read ahead and convey messages about action plans and specific strategies that sometimes require development to be communicated (Smicklas, 2012).

The communication possessed by leaders must be effective, especially in managing very critical situations in a rapidly changing sociocultural landscape. So empirical evidence and various responses must be made by communicating smoothly with various public service institutions with confidence and, of course, adherence to the behavior required by the community. During a crisis, the community will undoubtedly wait for the role of the government, which can communicate messages well to the public, unable to work together to make part of the happy public order and solutions in developing messages, so based on our evidence, transparency is involvement with government stakeholders who able to communicate with integrity develop healthy communication content and be able to touch what is felt by the public to be important in public administration services during specific crises (Ahmed et al., 2010).

Able to communicate in multicrisis

The next best practice is who is working to have a role in communicating effectively with the community and who can quickly respond to accommodations to restore the impact being felt by the public. These good communicators encourage people to want to participate and feel how the government overcomes problems in dealing with changes in all problems, including environmental damage, so that environmental sustainability factors can be implemented and how to increase understanding in the community in order to avoid disasters and conflicts that occur. So the role of a good communicator in the field of public amateur is to build a future that has the proper planning, reduces risk and can adapt to all conditions, and manages and reduces risk conflicts in building a strong community that understands environmental sense that is immersed in conflict harassment. Anyone in charge of public service must understand how important it is to make communication effective, feel the people's aspirations and reduce conflicts that continue to occur for a long time. This is one of the best practices the public administration department must own in a national and international community (Yousman, 2022).

Ability to hold on to trust

So, efficiency is not in communication with the public in public administration; every utterance the government makes must have meaning. Because with this meaning, there will be an increasing trajectory that the American public often misses because of the harshness of the public. Indeed, there is nothing quite right like transparent honesty; of course, the implications are too heavy. Sometimes this is a professional practice where people have to build trust properly. So someone who plays a role in the field of public administrators is going to have to speak correctly, do something that convinces many people, and also dispel the feelings of skepticism because when the truth is done, even though it is very relative, then people will care, and people will. It is here to bring something that is said to be true in terms of power and government, so it needs truth and hard work, which, when able to convince the public, will work (Asen, 2010).

What is meant by this is that what is true is that people can fight for common sense and act according to their abilities and continue to be a universal law. The words of inspirational communication can be observed and excel in any culture and era. Things can be identified with the present (Bauman, 2010). So if the government has a high truth, it will be easy to calm down and provide good public services, and the community will comply on time, and that compliance is essential when building communication. All will agree that the correct reason for liking is a constant quantity of honesty and openness in the public generation that must be carried out because everything will depend on the state of intentions and conditions. So the negative feeling is to be too transparent and honest. Then this will make one thing proper to the conditions in designing the public because this breed will communicate what is open and what the community wants. All of that will be meaningful when the trust is owned by those who play a role in the field of public services; the flexibility of transparent recommendations will help public services (Kuziemski & Misuraca, 2020).

Concern for the safety of the people

The critical theory and postmodern philosophical concepts of government, governance, and power have been frequently emphasized in the theory of public administration (Raadschelders, 2019). However, a standard definition of the term "public administration" that emphasizes constitutionality, public service, bureaucratic organization, and hierarchical governance is favored by many academics. The government's ability to effectively promote economic expansion, raise the quality of life, and provide public goods is essential in today's society grows, As the need for public services grows, bureaucratic management and public administration become more complex (Hupe & Hill, 2021). state that public administration is the academic study of preparing officials for work in government bureaucracies and the administration of public order in government bureaucracies. Political leadership, program support, research on crime prevention, policing, and corrections, as well as the safe reintegration of potential offenders, all help to improve public administration safety is essential (Löbenberg & Amidon, 2000; Brener et al., 2003).

The economics of policing and the management and administration of arrangements for providing police services in conjunction with the police forces and contract courts must continue to be worked on by all parties involved. In light of the threats posed by our times, it is also essential to ensure personnel safety. Many people are helpless against attacks and personal information theft because of social networks and the internet. Employee exit procedures, security access policies, and security awareness training, according to Owens & Ba (2021), can reduce the number of cybersecurity incidents brought on by unauthorized access to enterprise systems. If an organization wants to increase employee safety, it should build an infrastructure for information security. Measures like asset classification and control may also contribute to developing a security infrastructure that safeguards the company's assets through accountability and inventory, classification, and processing procedures. In addition, it must establish and maintain an organizational security structure through outsourcing, independent review, a security forum, a security officer, security responsibilities, and the authorization process. The following is the structure of this paper: The second section focuses on evaluating individual risks and covers various risk management tools and assessment analysis types (Frederickson et al., 2018).

Creating a conducive environment

The fact that working in the public sphere involves challenging and complicated situations is, without a doubt, not a novel observation. However, the literature still needs answers to methodological and more fundamental questions. For instance, most studies on this topic portray employees as relatively "passive": Their attitudes are influenced by the increasingly challenging work environment. Less attention has been paid to which skills or (proactive) behaviors are required to deal with this challenging work environment (Parkinson, 2012). Recognizing the potential benefits of a challenging public sector workplace and rejecting the idea that a demanding and complex workplace is inherently undesirable are also likely to benefit research. From a methodological point of view, alternatives to the usual cross-sectional survey designs are needed to reduce the likelihood of common source bias and find out if the meaning of the outcome variables stays the same at different levels of analysis. This symposium aims to fill in these gaps in the literature and enhance our comprehension of the challenging work environments faced by public sector employees (Bibi, 2019).

In particular, we want to learn more about how environmental issues influence public sector workers' shared identities, attitudes, and behaviors, how public sector workers deal with challenges in the workplace and adapt to constant change, and how associations can help representatives manage business-related issues. The remainder of this introduction is structured as follows: to get things started, we provide a brief, non-exhaustive analysis of the attitudes of employees in general and those who work in complex environments (Berman et al., 2021). Second, we discuss how the symposium fills in two methodological and two substantive gaps in the existing literature. Our objective is to guide subsequent research in this manner. We conclude this introduction by summarizing the most significant results from the symposium's articles. Research on public sector employees, particularly those who work in challenging environments, frequently focuses on employee attitudes like organizational commitment and job satisfaction (Steen & Schott, 2019).

Consequently, organizational behavior and psychology researchers have investigated attitudes for several decades. In the field of public administration, extensive research has also been conducted on how attitudes can be stimulated and its outcomes. In this section, we provide a brief, non-exhaustive literature review. For instance, Rodrigues (2010) used a large sample of professionals in Egypt's education and health sectors to determine that public service motivation partially mediates the relationship between affective commitment and high-performance

human research practices. Additionally, it has been discovered that organizational socialization strategies like formal training and mentorship, particularly in new hires, affect employee identities, values, and motivation (Alshurman, 2015; Connelly et al., 2016).

Conclusion

Arriving at the end of the study concludes a series of results from a review of several kinds of literature under a phenomenological approach, the aim of which is to gain a specific understanding of the best practices of public administration in the technological era, which are the results of scientific evidence publications. The essence is that in providing public services such as the government and other organizations, of course, think about the steps or strategies that we call with the perspective that, among others, when providing public services in the form of services, that is, people should have an innovative leadership strategy. The second is that having servant leadership here is essential because when the community needs services, giving and the public, such as the government, should understand and have a leadership spirit to do more in politics so that the public wants to participate. Furthermore, in providing public services, the administration should be able to look ahead so that the community will have a futuristic figure. Likewise, a general application service can communicate the concept of communicating in a multi-faceted and has firmness and a substantial trust value. Furthermore, we must commit to the safety of the people we lead. The following best practices are those from leaders who can create a conducive community atmosphere in terms of life and whatever business the community has to do and get comfort and security from the state about public service. Thus the summary of the results of our study, we hope to include constructive criticism to improve our findings in the future.

Acknowledgments

This study received an injection of funds from the government, from which we thank the professors, colleagues, administrative staff, and professional editors who have collaborated to help us.

References

- Ahmed, Z., Shields, F., White, R., & Wilbert, J. (2010). Managerial communication: The link between frontline leadership and organizational performance. In *First Annual General Business Conference Conference Proceedings* (p. 69).
- Alexander, M., Culos, K., Roddy, J., Shaw, J. R., Bachmeier, C., Shigle, T. L., & Mahmoudjafari, Z. (2021). Chimeric antigen receptor T cell therapy: a comprehensive review of clinical efficacy, toxicity, and best practices for outpatient administration. *Transplantation and Cellular Therapy*, 27(7), 558-570. <https://doi.org/10.1016/j.jtct.2021.01.014>
- Alshurman, M. (2015). Democratic education and administration. *Procedia-Social and Behavioral Sciences*, 176, 861-869. <https://doi.org/10.1016/j.sbspro.2015.01.551>
- Ansell, C., Sørensen, E., & Torfing, J. (2021). The COVID-19 pandemic as a game changer for public administration and leadership? The need for robust governance responses to turbulent problems. *Public Management Review*, 23(7), 949-960.
- Asen, R. (2010). Reflections on the role of rhetoric in public policy. *Rhetoric and Public Affairs*, 13(1), 121-143.
- Bason, C. (2018). *Leading public sector innovation: Co-creating for a better society*. Policy press.
- Bauman, Z. (2010). *Towards a Critical Sociology (Routledge Revivals): An Essay on Commonsense and Imagination*. Routledge.
- Berman, E. M., Bowman, J. S., West, J. P., & Van Wart, M. R. (2021). *Human resource management in public service: Paradoxes, processes, and problems*. CQ Press.
- Bibi, R. (2019). *Challenging discourses on BSA Muslim women through an intersectional analysis of everyday experiences across spaces of home, work and public space*. The University of Manchester (United Kingdom).
- Brener, N. D., Billy, J. O., & Grady, W. R. (2003). Assessment of factors affecting the validity of self-reported health-risk behavior among adolescents: evidence from the scientific literature. *Journal of adolescent health*, 33(6), 436-457. [https://doi.org/10.1016/S1054-139X\(03\)00052-1](https://doi.org/10.1016/S1054-139X(03)00052-1)
- Chadwick, A. (2017). *The hybrid media system: Politics and power*. Oxford University Press.
- Christensen, T., Fimreite, A. L., & Lægveid, P. (2014). Joined-up government for welfare administration reform in Norway. *Public Organization Review*, 14(4), 439-456.
- Connelly, R., Playford, C. J., Gayle, V., & Dibben, C. (2016). The role of administrative data in the big data revolution in social science research. *Social science research*, 59, 1-12. <https://doi.org/10.1016/j.ssresearch.2016.04.015>

- Cornelissen, J. P. (2020). Corporate communication: A guide to theory and practice. *Corporate Communication*, 1-336.
- Fathurrochman, I., Danim, S., Anwar, A. S., & Kurniah, N. (2021, March). The School Principals' Role in Education Management at the Regional Level: An Analysis of Educational Policy in the Industrial Revolution 4.0. In *International Conference on Educational Sciences and Teacher Profession (ICETeP 2020)* (pp. 237-242). Atlantis Press.
- Fernandez, S., & Rainey, H. G. (2017). Managing successful organizational change in the public sector. In *Debating public administration* (pp. 7-26). Routledge.
- Frederickson, H. G., Smith, K. B., Larimer, C. W., & Licari, M. J. (2018). *The public administration theory primer*. Routledge.
- Gale, N. K., Heath, G., Cameron, E., Rashid, S., & Redwood, S. (2013). Using the framework method for the analysis of qualitative data in multi-disciplinary health research. *BMC medical research methodology*, 13(1), 1-8.
- Hupe, P., & Hill, M. (2021). Implementing public policy: An introduction to the study of operational governance. *Implementing Public Policy*, 1-100.
- Igho, O. L. (2022). Building on firm competitive advantage through core competence manufacturing firm. *International Research Journal of Management, IT and Social Sciences*, 9(6), 800-812. <https://doi.org/10.21744/irjmis.v9n6.2212>
- Janah, M., & Rahayu, A. Y. S. (2019, October). 3rd World Development Model in Indonesia: How to deal with the issues of decreasing public finance and overcoming the demands for public participation in Industrial Revolution 4.0 era?. In *IOP Conference Series: Earth and Environmental Science* (Vol. 328, No. 1, p. 012069). IOP Publishing.
- Kaplan, A. M., & Haenlein, M. (2009). The increasing importance of public marketing: Explanations, applications and limits of marketing within public administration. *European Management Journal*, 27(3), 197-212. <https://doi.org/10.1016/j.emj.2008.10.003>
- Kuziemski, M., & Misuraca, G. (2020). AI governance in the public sector: Three tales from the frontiers of automated decision-making in democratic settings. *Telecommunications policy*, 44(6), 101976.
- Lipsky, M. (2010). *Street-level bureaucracy: Dilemmas of the individual in public service*. Russell Sage Foundation.
- Löbenberg, R., & Amidon, G. L. (2000). Modern bioavailability, bioequivalence and biopharmaceutics classification system. New scientific approaches to international regulatory standards. *European journal of pharmaceuticals and biopharmaceutics*, 50(1), 3-12. [https://doi.org/10.1016/S0939-6411\(00\)00091-6](https://doi.org/10.1016/S0939-6411(00)00091-6)
- Lozano, M., & Vallés, J. (2007). An analysis of the implementation of an environmental management system in a local public administration. *Journal of environmental management*, 82(4), 495-511. <https://doi.org/10.1016/j.jenvman.2006.01.013>
- Meijer, A. J. (2011). Networked coproduction of public services in virtual communities: From a government-centric to a community approach to public service support. *Public Administration Review*, 71(4), 598-607.
- Nabatchi, T. (2018). Public values frames in administration and governance. *Perspectives on Public Management and Governance*, 1(1), 59-72.
- Njonde, J. N., & Kimanzi, K. (2014). Effect of integrated financial management information system on performance of public sector: A case of Nairobi County Government. *International Journal of Social Sciences and Entrepreneurship*, 1(12), 913-936.
- Okoli, C., & Schabram, K. (2010). A guide to conducting a systematic literature review of information systems research.
- Owens, E., & Ba, B. (2021). The economics of policing and public safety. *Journal of Economic Perspectives*, 35(4), 3-28.
- Parker, M., Acland, A., Armstrong, H. J., Bellingham, J. R., Bland, J., Bodmer, H. C., ... & Sutherland, W. J. (2014). Identifying the science and technology dimensions of emerging public policy issues through horizon scanning. *PLoS One*, 9(5), e96480.
- Parkinson, J. (2012). *Democracy and public space: The physical sites of democratic performance*. Oxford University Press.
- Postiglione, G. A. (2011). Global recession and higher education in eastern Asia: China, Mongolia and Vietnam. *Higher education*, 62(6), 789-814.
- Raadschelders, J. C. (2019). The state of theory in the study of public administration in the United States: Balancing evidence-based, usable knowledge, and conceptual understanding. *Administrative Theory & Praxis*, 41(1), 79-98.
- Rajkomar, A., & Blandford, A. (2012). Understanding infusion administration in the ICU through distributed cognition. *Journal of biomedical informatics*, 45(3), 580-590. <https://doi.org/10.1016/j.jbi.2012.02.003>

- Ridley, D. (2012). The literature review: A step-by-step guide for students.
- Rodrigues, A. P. (2010). Market orientation, job satisfaction, commitment and organisational performance: the specific case of local public sector. *Transforming Government: People, Process and Policy*.
- Rosa, A. T. R. (2019). THE ROLE OF GOVERNMENT APPARATUS (DEVOTION) ON DEVELOPMENT OF BUREAUCRACY IN PUBLIC POLICY PERSPECTIVES IN THE INDUSTRIAL REVOLUTION 4.0 ERA (R & D Study In Rancasari Riung Bandung District, Bandung City, West Java). *Jurnal Ilmiah Wahana Bhakti Praja*, 9(1), 17-30.
- Salemink, K., Strijker, D., & Bosworth, G. (2017). Rural development in the digital age: A systematic literature review on unequal ICT availability, adoption, and use in rural areas. *Journal of Rural Studies*, 54, 360-371.
- Siddiquee, N. A. (2006). Public management reform in Malaysia: Recent initiatives and experiences. *International Journal of Public Sector Management*.
- Smiciklas, M. (2012). *The power of infographics: Using pictures to communicate and connect with your audiences*. Que Publishing.
- Spanou, C., & Sotiropoulos, D. A. (2011). The odyssey of administrative reforms in Greece, 1981–2009: A tale of two reform paths. *Public Administration*, 89(3), 723-737.
- Steen, T., & Schott, C. (2019). Public sector employees in a challenging work environment. *Public Administration*, 97(1), 3-10.
- Thijs, N., Hammerschmid, G., & Palaric, E. (2017). A comparative overview of public administration characteristics and performance in EU28. *European Commission, Brussels*.
- Trong, N. P. N., Phi, N. T. N., Nguyen, L. T., Lan, N. M. ., & Thuy, P. N. T. . (2021). An assessment on impacts of online education on training quality and satisfaction of tourism undergraduate students in a private university and managerial implications for educators. *International Research Journal of Management, IT and Social Sciences*, 8(6), 534-547. <https://doi.org/10.21744/irjmis.v8n6.1932>
- Tuesta, L. M., Fowler, C. D., & Kenny, P. J. (2011). Recent advances in understanding nicotinic receptor signaling mechanisms that regulate drug self-administration behavior. *Biochemical pharmacology*, 82(8), 984-995. <https://doi.org/10.1016/j.bcp.2011.06.026>
- Weber, K. M., Harper, J. C., Könnölä, T., & Carabias Barceló, V. (2012). Coping with a fast-changing world: Towards new systems of future-oriented technology analysis. *Science and Public Policy*, 39(2), 153-165.
- Williamson, I. P. (2001). Land administration “best practice” providing the infrastructure for land policy implementation. *Land Use Policy*, 18(4), 297-307. [https://doi.org/10.1016/S0264-8377\(01\)00021-7](https://doi.org/10.1016/S0264-8377(01)00021-7)
- Wolf, M. (2014). *The Shifts and the Shocks: What we've Learned—and have Still to Learn—from the Financial Crisis*. Penguin UK.
- Yousman, B. (2022). Necessary connections: Black Lives Matter, cultural studies, and critical (Race) media literacy. In *Critical Race Media Literacy* (pp. 156-172). Routledge.
- Zaggy, K. J., & Zaggy, K. (2011). Power Branding by WSIU: A Case Study of a Public Television Brand Campaign.