

## The role of ethics in improving the quality of public services

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### ABSTRACT

Ethics play a fundamental role in shaping the quality of public services, providing the foundation for professionalism, transparency, accountability, and fairness in governance. This study aims to analyze the role of ethics in improving public service delivery through a comprehensive literature review. By employing a descriptive qualitative approach and library research method, this study synthesizes insights from books, peer-reviewed journal articles, laws and regulations, official institutional reports, and international publications. The findings revealed that ethical standards significantly contribute to building public trust, preventing maladministration, and fostering clean governance. However, challenges persist in implementing ethics within the public sector, including weak law enforcement, limited ethical awareness among officials, and the persistence of a patrimonial bureaucratic culture. To address these obstacles, this study highlights the need to strengthen bureaucratic reform, integrate ethics education into civil service training, and enhance participatory monitoring systems. This study contributes both theoretically and practically by emphasizing ethics as an indispensable pillar of good governance and offering recommendations to enhance the effectiveness, fairness, and accountability of public services.

**Keywords:** Ethics, Quality, Public Service, Integrity, Good Governance.

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RESEARCH & PUBLISHING



## 1. INTRODUCTION

Public service practices in Indonesia are currently characterized by uncertainty regarding costs, time, and service methods. Dealing with public services is like exploring a forest full of uncertainties. The service times and costs are often not transparent to users. This is due to unclear procedures, which generally do not specify the obligations of service providers and the rights of citizens using these services. Procedures tend to focus more on citizens' obligations when interacting with service units. The high level of uncertainty encourages citizens to pay illegal fees to officials to obtain faster service. This uncertainty also makes citizens prefer to use the services of agencies to complete their affairs rather than doing it themselves. In addition, it is often seen and heard that service providers behave in impolite, unfriendly, and discriminatory manners. Consequently, the performance of the government as a provider of public services is receiving increasing attention, especially after the emergence of a more democratic atmosphere in the government. The public is beginning to question the value they receive from the services provided by government agencies.

A government that upholds ethics and morality in exercising its authority will certainly have great accountability and respect for the aspirations and interests of the people it serves. In such a government, an atmosphere of openness, active participation, and community empowerment can be realized, as a manifestation of an idea that is now increasingly being developed, namely, the application of ethics in public service. Given the complexity of issues that arise in the practice of public service, efforts to apply ethics in public service in Indonesia require comprehensive understanding and socialization, covering all aspects of the problems faced by the service bureaucracy.

Public service is at the core of government functions that directly interact with communities. The quality of public services is an important indicator of the success of bureaucratic reform and good governance. However, in practice, public services in Indonesia are often marred by maladministration, corruption, discrimination, low accountability, and a lack of professionalism among officials. These problems demonstrate the importance of ethics in improving the quality of public services (see Table 1).

**Table 1. Measures of Professional Public Service**

No.	Components
1.	<b>Communicative</b> Public service providers must be communicative. They must be friendly, polite, and provide complete and clear information.
2.	<b>Responsive</b> Quickly respond to customer needs and pay full attention to customer interests.
3.	<b>Fast</b> This is so that the public feels comfortable and is served in a timely manner.
4.	<b>No Bribery/Gratuities</b>
5.	<b>Provide clarity of service and comfort to customers</b>

Source: *Ombudsman, 2025*

Public service emphasizes understanding public administration values, frameworks, and their interrelationships. An understanding is needed to play an efficient and responsible role in public organizations. Currently, we are shifting to other skill-based issues and exploring the ethical issues that arise in public services. An ethical attitude in public organizations not only demands the right answers but also the readiness and ability to do the right thing and the readiness to act.

Public service is one of the clearest indicators of government's performance. The public can directly assess how the government acts through the services it receives. Therefore, the quality of public services in every ministry or institution is a fundamental issue that must be addressed immediately. Law No. 25 of 2009 states that excellent service consists of service is fast, easy, reliable, inexpensive, and accountable. To improve services, community involvement is crucial in formulating policies, setting service standards, conducting public satisfaction surveys, and handling complaints, reports, and appreciation. Community participation supports the improvement of established service standards. For example, survey results on public service satisfaction will help identify aspects that are considered unsatisfactory.

**Table 2. Percentage of Compliance with the Public Service Law for Ministries, Agencies, and Local Governments (Percent) in 2021**

Ministries/Agencies/Local Governments	Green Zone (High Compliance)	Yellow Zone (Moderate Compliance)	Red Zone (Low Compliance)
Ministries	70.83	29.17	0.00
Agencies	80.00	20.00	0.00
Local Gov. Province	38.24	55.88	5.88
Local Gov. Districts	24.76	54.33	20.91
Local Gov. Cities	34.69	62.24	3.06

Source: Ombudsman, 2025

Based on Table 2, many public institutions have yet to implement public service compliance in accordance with the Public Service Law. Public services that are carried out with high ethics, honesty, fairness, transparency, and accountability will increase public trust in the government. Conversely, if public services are unethical (e.g., corruption, collusion, nepotism, or discrimination), public trust declines. Public service ethics encompass a set of values, norms, and moral principles that guide state officials in performing their duties. Ethics serve to prevent the abuse of authority, strengthen integrity, and ensure that public services are carried out fairly and in the interests of the community. This concept aligns with the principles of good governance, which emphasize transparency, accountability, responsiveness, effectiveness, efficiency, and public participation.

Those employed by or collaborating with public sector entities encounter numerous ethical quandaries, encompassing dishonesty, fraud, or theft, which are challenges shared by a wide range of individuals. However, the dedication of public managers to upholding specific norms or their perspectives on the political engagement of government staff members is distinct from that of governmental bodies. Concerns within the realm of public administration pertain to administrative obligations. As individuals in overarching management roles, they frequently encounter potentially competing demands to achieve maximal operational effectiveness, coupled with the need to demonstrate complete receptiveness to administrative leadership, legislative bodies, the populace, and the fundamental tenets of democratic administration. This inherent conflict between operational effectiveness and receptiveness encapsulates the challenges encountered by individuals in overarching managerial roles.

The conflict between getting things done effectively and being able to adapt to changing needs stems from several long-standing issues in the field of public administration, including political matters, how administrations are run, and challenges that bureaucracies face within a democratic system. A significant separation exists between the realm of politics and the work of administration, based on the principle that administrative actions should be shielded from potentially negative political sway. This notion hinges on the belief that policy creation can be separated from the act of implementing those policies. This kind of thinking makes it straightforward to sort out questions about being accountable to the public: the group in charge of making laws needs to listen to what the people want, and the organization in charge of applying those laws needs to listen to what the lawmakers want. The ideals of democracy will be upheld by having a public workforce that is both unbiased and skilled, adhering to the instructions given by the legislative branch; this concept is known as having neutral expertise.

**Table 3. Number of Public Reports Submitted to the Indonesian Ombudsman in the Second Quarter of 2025**

Unit	April	May	June	Total
Representative Office Aceh	48	47	46	141
Representative Office Bali	33	42	35	110
Representative Office Bengkulu	15	39	22	76
Representative Office DI Yogyakarta	19	32	32	83

Unit	April	May	June	Total
Representative Office Gorontalo	13	11	12	36
Representative Office Jakarta Raya	42	51	48	141
Representative Office Jambi	25	25	23	73
Representative Office West Java	88	99	81	268
Representative Office Central Java	28	41	33	102
Representative Office East Java	83	112	85	280
Representative Office West Kalimantan	24	27	30	81
Representative Office South Kalimantan	25	39	33	97
Representative Office Central Kalimantan	26	35	27	88
Representative Office East Kalimantan	31	34	38	103
Representative Office North Kalimantan	34	31	31	96
Representative Office Bangka Belitung	40	47	44	131
Representative Office Riau Islands	42	42	44	128
Representative Office Riau	49	44	48	141
Representative Office Maluku	326	135	40	501
Representative Office North Maluku	12	13	12	37
Representative Office West Nusa Tenggara	56	55	49	160
Representative Office East Nusa Tenggara	58	62	58	178
Representative Office Papua	18	18	18	54
Representative Office West Papua	55	32	29	116
Representative Office Banten	71	66	75	212
Representative Office West Sulawesi	17	26	25	68
Representative Office South Sulawesi	104	61	61	226
Representative Office Southeast Sulawesi	21	65	102	188
Representative Office North Sulawesi	15	13	12	40
Representative Office West Sumatra	55	59	58	172
Representative Office South Sumatra	80	22	22	124
Representative Office North Sumatra	127	69	64	260
Ombudsman of the Republic of Indonesia	183	199	212	594
<b>TOTAL</b>	1633	1800	1889	5322

*Source: Ombudsman, 2025*

Based on the data in Table 3, this is important because it reflects the level of public participation in reporting alleged maladministration in public services in various government agencies and state institutions. Overall, the above data are not just an administrative record but a true picture of the interaction between the public and the state in the public service sector. The high number of reports received may indicate an increase in public awareness and signal the need to improve the quality of public services in Indonesia. The higher the number of reports, the greater the public's concern for service quality.

It is essential to address the inherent tension between democratic ideals and bureaucratic structures when engaging in conversations about public administration. Democratic ideals are based on the concept that people are the most crucial gauge of human worth and that the core purpose of a democratic political system is to promote personal growth. Furthermore, democratic ethics suggest that everyone is inherently equal, regardless of their economic standing, social status, or job title, and that no individual or group should have more power than another. In addition, democratic ethics stress the importance of extensive citizen involvement in making key decisions (Redford, 1969). Bureaucratic values prioritize the crucial need to coordinate the efforts of numerous individuals to accomplish objectives that exceed what any

single person can achieve independently. A hierarchical structure is necessary for the bureaucratic system, where those in leadership positions have significantly more authority and decision-making power than those in lower-level roles. Bureaucratic entities typically function under the assumption that power and authority are disseminated from the upper levels of an organization downward. Bureaucracy emphasizes the collective or the organization, in contrast to the democratic emphasis on individual importance; it prioritizes hierarchy, contrasting with the democratic principles of equality; and it values centralized decision-making and authority, differing from the democratic values of participation and involvement.

This study aims to comprehensively analyze the role of ethics in improving the quality of public services through a literature review. This study is expected to provide theoretical and practical contributions to strengthening bureaucratic reform and realizing quality public service.

## **2. METHODOLOGY**

This study adopts a library research design combined with a descriptive qualitative approach, which is particularly appropriate for analyzing normative and conceptual issues, such as ethics in public service. Library research, as emphasized by Zed (2004), relies on systematically gathering, reviewing, and synthesizing secondary data from a wide range of credible sources to build a comprehensive understanding of the research problem. In this study, data were obtained from multiple categories of secondary sources, including books on public administration and ethics, peer-reviewed journal articles, statutory regulations, government policy documents, official reports from oversight agencies such as the Ombudsman, and relevant international publications on the subject of good governance. By diversifying the sources, this study ensured the triangulation of information and strengthened the validity and reliability of the findings.

The research process was conducted in several structured stages. First, an extensive identification and selection of the literature was undertaken by defining clear inclusion and exclusion criteria. Literature published in both national and international contexts was considered, provided that it directly addressed the themes of ethics, governance, and public service quality. Second, the identified literature was systematically classified into thematic categories, such as ethical principles in governance, maladministration, integrity systems and bureaucratic reform. This categorization enabled a more focused analysis and identification of patterns across different sources. Third, a thematic analysis was conducted by examining the recurring concepts, frameworks, and empirical findings to capture both similarities and divergences in scholarly perspectives. This process also involved a comparative approach to highlight the differences between the theoretical ideals and practical realities of ethics implementation in the public sector. Finally, the findings from these analytical steps were synthesized into conclusions that articulate the role of ethics in enhancing public service quality, while identifying challenges and potential strategies for improvement.

In addition, this methodology emphasizes interpretive reasoning to explore how ethical frameworks are translated into administrative practices in diverse cultural and institutional contexts. Rather than seeking statistical generalizations, the qualitative approach aims to construct conceptual clarity and provide a deeper understanding of how ethical values, such as transparency, accountability, and fairness, contribute to building public trust and improving governance outcomes. This process is complemented by a comparative lens that contrasts Indonesian experiences with international best practices, thereby producing practical insights and recommendations to guide policy reform and future scholarly inquiry.

## **3. RESULT AND DISCUSSION**

### **3.1 Ethics as a Pillar of Quality Public Service**

Public service is a basic right that should be provided to every citizen as optimally as possible. However, in reality, citizens who require public services often experience unfair, discriminatory, and manipulative treatment. This situation is the responsibility of the government as a service provider to continuously improve the management of public services. This is in line with the public's expectation of

receiving quality services, as well as clarity regarding procedures, costs, and timeframes. These demands arise because officials provide services that do not meet public expectations. These expectations are usually based on norms, values, ethics, and morals that are applicable and accepted by society. Public service providers are expected to perform their duties in accordance with existing and agreed-upon ethics. The public constantly evaluates the behavior and actions of public officials in carrying out their duties, whether they are in accordance with ethical and moral principles. Ethics are closely related to the moral principles that form the basis for the actions of a person in a particular profession. Morals encourage humans to do good deeds as a duty or norm (Kumorotomo, 2002).

Ethics are not only normative rules but also the foundation that ensures public services run in the interests of the community. Officials with integrity and ethical awareness tend to provide fair, fast, and transparent services. Conversely, without ethics, public services are prone to corruption, discrimination, and maladministration (Denhardt & Denhardt, 2015). The government’s obligation to the populace involves offering resources and amenities to society, referred to as public service. This can be achieved directly by the government or through collaborations with private entities and communities. The approach taken depends on the extent and nature of the society’s requirements, its capabilities, and the economic environment (Keban, 2001). Everyday life involves the use of public services across various domains, including governance, safety, well-being, learning, accommodation, sanitation, connectivity, transit, and finance. Supplying the populace with exceptional products and amenities is the core purpose of these public services. Community satisfaction is a measure of service quality. However, in reality, there are still many reports of alleged maladministration in every line of service activity in the community, as shown in Table 4.

**Table 4. Number of Community Reports to the Indonesian Ombudsman in the Second Quarter of 2025 Based on Alleged Maladministration**

<b>Alleged Maladministration</b>	<b>April</b>	<b>May</b>	<b>June</b>	<b>Grand Total</b>
<b>Delay</b>	55	74	15	144
<b>Not Providing Service</b>	22	27	7	56
<b>Not Competent</b>	14	19	8	41
<b>Abuse of Authority</b>	25	31	6	62
<b>Conflict of Interest</b>	2	5	0	7
<b>Procedural Deviation</b>	17	24	5	46
<b>Inappropriate Behavior</b>	20	21	6	47
<b>Discrimination</b>	7	8	2	17
<b>Unfair Practices</b>	6	14	3	23
<b>Lack of Clarity in Service</b>	25	39	11	75
<b>Grand Total</b>	193	262	77	532

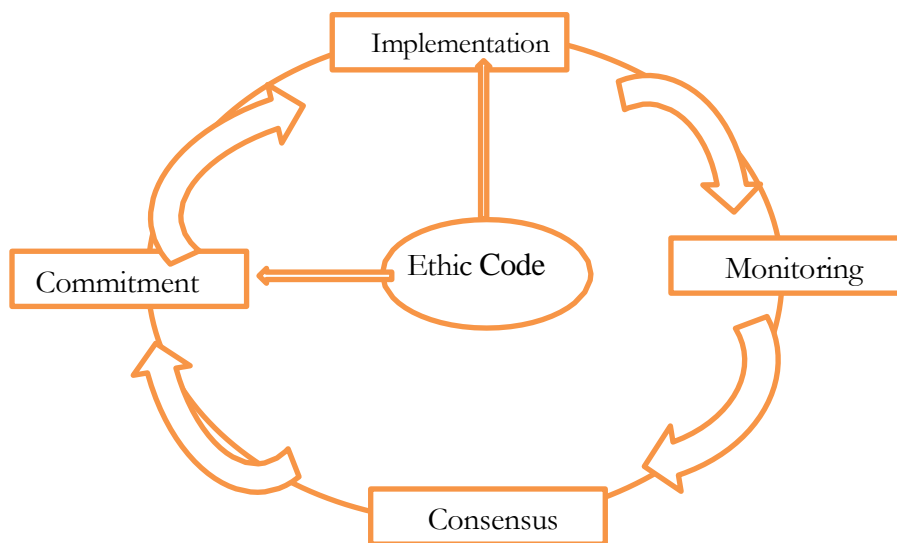
*Source: Ombudsman, 2025*

Based on the data in Table 4, it can be seen that every month, there are cases of maladministration reported to the Ombudsman, a condition that reflects public dissatisfaction with the services provided by the government. More broadly, public services represent the government; thus, there is a relationship between service quality and public satisfaction with the government. However, the application of ethics is not a simple matter, as it relates to individual norms and behavior; therefore, it needs to be well internalized by every public service provider.

The concept of ethics can be interpreted in several ways. One of these is customs, traditions, morals, and character. Ethics is defined as the science of moral principles (Bertens, 2000). The term ethics itself in the Big Indonesian Dictionary is defined as (1) the science of what is good and what is bad and of moral rights and obligations, (2) a collection of principles or values relating to morals, and (3) values regarding right and wrong held by a group and society. Thoughts on ethics related to public service have developed since the 1940s (Keban, 1994). An administrator is considered ethical if they examine and question the standards used in decision-making and do not base their decisions solely on existing customs and traditions.

Public service ethics is a way of serving the public by using customs that contain life values and laws or norms that regulate human behavior that is considered good (Kumorotomo, 1997). Bureaucratic ethics (state administration) are a set of values that serve as a reference or guide for the actions of human organizations (Darwin, 1999). It is also noted that the realm of ethics encompasses a dual role, initially operating as a navigational tool, a point of orientation, or a yardstick for governmental bodies as they execute their responsibilities and powers, ensuring that their conduct within the organizational framework is perceived as positive, laudable, and without fault. Second, ethical standards within a bureaucratic system act as criteria for evaluating the intrinsic qualities, demeanor, and operational practices of the public sector, aiming for judgments that reflect integrity, freedom from blame, and praiseworthiness. Within the ethical domain, a collection of principles is available to direct, inform, and steer public servants in their official functions and the exercise of their mandated powers, encompassing aspects such as optimizing resource use, maintaining a clear separation between private possessions and public assets, fostering impartiality, upholding a system based on competence, demonstrating responsibility, ensuring transparency, and exhibiting a proactive approach to addressing needs.

One of the duties of civil servants as state administrators is to provide public services that aim to meet the crucial needs of the community. Public services must be based on established ethics or regulations so that the services provided can provide maximum satisfaction to the community. The implementation of public services often encounters errors, uncertainties, and violations in the process due to its complex nature, which involves the methods and values of public service delivery. This encourages state officials to not act in accordance with the applicable code of ethics for public services; therefore, the concepts and theories of ethics in public services must receive special attention.



**Figure 1. Implementation of the Code of Ethics**

*Source: Yuningsih, 2017*

In public service ethics, there is a set of values that are used as guidelines, references, and guidance for public bureaucracy in carrying out their duties and authorities.

- a. Efficiency  
Efficiency implies avoiding wastefulness. The attitudes, behaviors, and actions of public bureaucracy are considered good if they are efficient. According to Darwin (1999), public officials will use public funds carefully to provide the greatest possible benefits/results for the public. Efficiency can be achieved when every member of an organization contributes to it. Therefore, it is necessary to uphold the principle of “don't ask what you can get from the organization but ask what you can give to the organization.”
- b. Distinguishing between personal and office property

This value is intended to ensure that a good bureaucracy can distinguish between office and personal property. This implies that office property cannot be used for personal gain.

c. Impersonal

Impersonal values mean that relationships between one part and another, or cooperation between individuals in a collective effort facilitated by an organization, are formal. Impersonal relationships must be upheld to avoid letting emotions rather than reason influence the performance of duties and responsibilities based on existing organizational regulations. The point is that those who are at fault must be punished and those who excel should be rewarded.

d. Merit System

This value is related to employee recruitment and promotion. This means that employee recruitment is not based on kinship but on knowledge, skills, abilities, and experience. This system will enable the person concerned to be competent and professional in carrying out their duties and responsibilities, rather than a “spoil system.”

e. Responsible

This value relates to the accountability of public bureaucracy in carrying out its duties and authority. Responsibility is a concept related to the professional standards and technical competencies possessed by administrators (public bureaucracy) in performing their duties. In this case, public bureaucracy needs to be fair, not discriminate against clients, be sensitive to inequalities that occur in society, and uphold a code of ethics as public servants. Thus, it is hoped that a responsible bureaucracy will be able to provide good and professional public service.

f. Accountable

This term is used to measure whether public funds have been used appropriately and not illegally (Harty, 1977). Therefore, this accountability is called objective responsibility, because the bureaucracy is said to be accountable when it is objectively assessed by people (the community or through their representatives) and can be held responsible for all kinds of actions, attitudes, and deeds to the party from whom their power and authority originate. Thus, public bureaucracies can be said to be accountable when they fulfill public expectations (i.e., professional public services that satisfy the public).

g. Responsiveness

This value relates to the responsiveness of public bureaucracies to public complaints, problems, and aspirations. They quickly understand public demands and strive to fulfill them. They do not like to procrastinate, prolong service channels, or prioritize procedures while neglecting the substance. Thus, public bureaucracy can be considered good if it is assessed as having high responsiveness to the demands, problems, complaints, and aspirations of the community.

### **3.2 Relevance to Good Governance**

Public service ethics align with the principles of good governance. For example, the ethic of transparency encourages openness of public data, the ethic of accountability demands that officials be responsible, and the ethic of fairness guarantees inclusive services for all groups of people. Thus, ethics are an absolute requirement for the realization of a clean and trustworthy government. Public service issues are complex and involve a wide range of variables. Initiatives aimed at enhancing the effectiveness of government administration as a service to the public, notably those focused on establishing ethical conduct as a fundamental principle, necessitate considerable time and hinge on the readiness of public servants to adapt their perspectives and conduct to better serve the populace.

Law Number 25 of 2009 concerning Public Services is a series of activities to meet service needs in accordance with applicable laws for every individual and resident related to goods, services, and administrative services provided by an organizer. To meet the service needs of all citizens, public service organizers must apply the principle of justice without discrimination, in accordance with existing legal mandates. Law No. 25 of 2009 stipulates the rights of the community as users and recipients of services. From this provision, it is clear that every member of the community has the right to demand the fulfillment

of their rights, including obtaining quality services from service providers. However, in practice, inadequate services are often observed. This problem arises due to the low level of enthusiasm for public service. Various reports on the poor quality of public services can be found in the media. In the public administration literature, Denhart divides the public administration paradigm as follows (see Table 5):

**Table 5. Comparison of OPA, NPM, and NPS Perspectives**

Aspect	Old Public Administration	New Public Administration	New Public Service
<b>The concept of public interest</b>	Public interest is politically defined and expressed in legal rules	Public interest represents the aggregation of interests	Public interest is the result of a dialogue between various values
<b>Responsiveness of public bureaucracy</b>	Clients and constituents	Customers	Citizens
<b>Role of government</b>	Rowing	Steering	Serving
<b>Accountability</b>	Administrative hierarchy with clear levels	Working according to market demands (customer desires)	Multifaceted: legal accountability, values, community, political norms, professional standards
<b>Organizational structure</b>	Bureaucratic, characterized by top-down authority	Organizational decentralization with control in agents	Collaborative structure with shared ownership internally and externally
<b>Assumptions regarding employee/administrator motivation</b>	Salaries and benefits	Entrepreneurial spirit	Public service with a desire to serve the community

*Source: Hardiyansyah, 2011*

The theoretical basis and epistemological foundation of New Public Service are rooted in democratic principles. This theory further argues that personal freedom and equality are permitted in the society. The concept of public interest is the result of discussions on various values, while the response from public bureaucracy is directed at citizens, not merely customers. The government’s function is to provide services, where accountability covers various aspects, such as legal aspects, values, society, political norms, and professional standards. The organizational structure is formed collaboratively with the division of ownership both internally and externally, as well as the assumption that employee motivation is to serve the public with the desire to help society. This paradigm shift in the Indonesian model has been regulated by various regulations, including Law Number 25 of 2009 concerning Public Services. This law seeks to treat citizens as citizens, not merely customers, with a focus on public services. Public service is a vital aspect of community-focused governance.

Community participation in public services is regulated by Article 39 of Law Number 25 of 2009 concerning Public Services. Paragraph 1 states that community participation in the implementation of public services begins with the formulation of service standards and continues through evaluation and the awarding of recognition awards. Paragraph 2 then states that public participation, as referred to in paragraph 1, is realized through cooperation, fulfillment of citizens' rights and obligations, and active involvement in making public service policies. Furthermore, paragraph 3 states that the community is allowed to form a public service supervisory agency, while the procedures for involving the community in the implementation of public services are further regulated in government regulations, namely, through Permenpan Number 13 of 2009 concerning Guidelines for Improving the Quality of Public Services with Community Participation and Permenpan RB Number 15 of 2014 concerning Service Standard Guidelines. The latter regulation is relevant to the principles of service standard development, namely:

1. **Simplicity**  
A standard of service that is easy to understand, follow, implement, and measure, with clear procedures and affordable costs to both the community and the organizer.
2. **Participation**  
A standard for service involves the community and relevant parties to discuss together and achieve harmony on the basis of commitment or agreement.

3. **Accountable**  
Things set in a standard of service must be performed and be accountable to those concerned.
4. **Sustained**  
The standard of service must be constantly improved to improve quality and innovation services.
5. **Transparency**  
The standard of service should be easily accessible to the public.
6. **Justice**  
The standard of service must ensure that the service rendered can reach all societies of different economic status, geographic distance, and differences in physical and mental capability.

### 3.3 The Ethical Reinforcement Strategy

The main factor in the overall collapse of public services in Indonesia is the lack of human rights (SDMS) and bureaucrats in charge of providing services to the public. The ethics of public service should be oriented toward communities based on the principles of transparency (openness and ease of access to all parties) and accountability (accountability according to the regulations of the law) for the benefit of society. In addressing public policies, particularly in Indonesia, moral and ethical violations can be observed from the public policy process (unpredictability of programs, projects, and activities not based on reality), the desisting of public service organizations (the structure, formalization, and dispersion of authority), the highly biased specific interests, and the engineering and camouflage of public service management (ranging from technical planning, financial management, human resources, information, and so forth), all of which are perceived as untransparent, unresponsive, unaccountable, unjust, and so forth, and thus unable to provide superior quality of service to society. Public services should be performed ethically, as there is no shortage of disillusionment in society.

**Table 6. Principles, Entities, And Quality Standards of Public Service**

Principles of Public Service	Entities of Public Service	Quality Standards of Public Service
1. Honest		1. Reliability
2. Integrity		2. Responsiveness
3. Holding promise	1. Transparency	3. Empathy
4. Faithful	2. Accountability	4. Accountability
5. Justice	3. Conditional	5. Comfort
6. Attention	4. Participation	6. Competence
7. Respect the rights of others	5. Equality of rights	7. Credibility
8. Superior	6. Balance between right and duty	8. Tangibles
		9. Understanding the customers
		10. Communication

Source: *Maani, 2010*

Based on Table 6, the fulfillment of principles, principles, and quality standards of public service are standard measures set out as guidelines in the service arrangement. This standard serves as a benchmark for assessing whether services are provided in harmony with society's expectations. The demands for high-quality public services will only increase. Thus, government credibility is largely determined by its ability to address the aforementioned issues and thus be able to provide public services that satisfy people according to their means. From the micro perspective, the following questions can be asked to address these problems:

#### 1. Setting standard for service

Standards of service are crucial in public service. The standard of service is a commitment to provide service with a set of specific qualities based on a combination of community expectations and service capability. Setting service standards is done through the process of identifying types of service, customer identification, identification of customers' expectations, formulating service vision and mission, process and procedure analysis, means and infrastructure, service time, and cost. This process will not only provide information about the standard of service to be established but also about

institutions that support the setting of management processes that provide services according to established standards. Other information produced is regarding the quantity and competence of the human resources needed and the distribution of the burden of service it will shoulder.

2. Standard Operating Procedures (SOP)'s Reports

A standard operating procedure is required to ensure that service processes run consistently. The use of SOP makes it possible for internal processing to be used in the service unit to be consistent with the purpose of walking.

3. Customer satisfaction survey development

To keep people satisfied, a mechanism for assessing public satisfaction with the services rendered by the organizers of public services must be developed. In the concept of service management, customer satisfaction can be achieved when service products provided by service providers meet the quality that society hopes for. Thus, customer satisfaction surveys are significant in efforts to increase public service.

4. Development of system management of complaint

Public complaints are a source of information for ministerial organizers to consistently maintain the services they provide according to established standards. Therefore, an effective and efficient complaint management system to manage community complaints provides an input for improvements in the quality of services. From the macro perspective, the quality of public services can be improved through the development of public service models. In some respects, there may be public services that manage them privately to produce good quality.

#### 4. CONCLUSIONS

The bureaucratic administration of public services is unlikely to be relieved of its ethical value. Since ethics pertain to good and bad in human life, even the duties of bureaucratic public servants are not in spite of good and bad. In today's public service practices in Indonesia, we want a public bureaucracy made up of characterized human beings based on virtues, which produce virtues that elevate society and prevent the ends of ends from doing anything. This character must be demonstrated not only by a feeling of the basic values of truth, kindness, and freedom but also by the value of cheese. This is important because the bureaucracy of this public servant is a fighter in the sense of putting public interests above personal or class interests, being self-sacrificing, and selfless labor. In the spirit of it all, a bureaucrat would be able to resist the temptation to do nothing against the values of truth, kindness, beauty, freedom, equality, and justice.

Ethics in public service are both normative and practical. In public administration, ethics help personnel cope with moral dilemmas, balance community interests, and maintain society's integrity. Without ethics, public services are susceptible to corruption, nepotism, and discrimination. Indonesian ethics faces several challenges. Some literature suggests that weak law enforcement, lack of ethical awareness, and patrimonial bureaucracy are major inhibitors. In addition, the lack of ethical education in personnel training causes ethical values to not be fully internalized in service practices.

Ethics plays a fundamental role in improving the quality of public services. In terms of ethics, personnel have moral guidelines that prevent maladministration, improve integrity, and strengthen public trust in the government. However, ethical applications face serious challenges, such as weak law enforcement, lack of ethical awareness, and a resistant and bureaucratic culture. Bureaucratic reform, ethical education, the use of digital technology, and public participation in surveillance are therefore the keys to achieving quality and integrity in public service.

#### **Ethical approval**

This research did not require ethical approval

#### **Informed consent statement**

This research did not require informed consent

### **Authors' Contributions**

Collaboration between the two lecturers in writing journal articles is a form of academic collaboration based on mutual understanding, complementary expertise, and a shared goal of producing quality publications. Pandu Pamungkas focuses on developing the theoretical framework, exploring methodological aspects, managing data collection and analysis, while Irsad Munawir is responsible for editing and ensuring that the writing complies with academic rules and journal style. Through this collaboration, the quality of research tends to improve because lecturers synergize intellectually, resulting in scientific works that are more solid, comprehensive, and useful.

### **Disclosure Statement**

No potential conflict of interest was reported by the author(s).

### **Data Availability Statement**

The data presented in this study are available on request from the corresponding author due to privacy reasons.

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