



## **Public Administration Study: The Role and Challenges of Public Administration in the Era of Globalization**

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### **Abstract**

*Public administration is a universal phenomenon, existing since the dawn of world civilization. It continues to evolve alongside changes in world civilization, facing various challenges, including the era of globalization and digitalization. Public administration, as one of the sciences that drives social change, promotes the democratization process of government that favors the powerless people (the poor or vulnerable). The writing employs a literature review approach to outline the role of public administration in addressing global challenges. The role of public administration as the key to modern society, as expressed by Charles A. Beard, who argued that no other subject is more important than administration. In the era of globalization, public administration as an artistic science generally remains important in state management, which aims to improve the standard of living in the nation. The government must address globalization's effects so that its benefits can be maximized and its drawbacks avoided. Therefore, the role of state administrators as public servants is crucial in controlling social life and ensuring the welfare of their people.*

**Keywords:** *Administration, Public, Challenges, Globalization, Digitalization*

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### **INTRODUCTION**

The Development of Public Administration Public administration, as a universal social phenomenon, has existed since the dawn of human civilization. Historical reconstruction reveals that administration can be traced back hundreds, even thousands, of years, and if the history of administrative development is studied more deeply, it will be seen that in every culture, regardless of its purpose, form, or structure, these administrative elements are always present in the administrative process.

As an example from ancient civilizations, such as the Neolithic societies in Upper Mesopotamia (the Fertile Crescent, late 7th millennium BC), they already exhibited administrative practices, such as managing surplus goods and record-keeping as part of their social structure. Such practices then developed into an organized administrative system in the form of a central power society (Frangipane, 2016).

Therefore, it can be said that administration is always present in



every activity. There are two things that will be explained: first, administration as an art, meaning its development is always influenced by the dynamic development of society, and vice versa. Administration exists when two or more people can move an object from one place to another, indicating that administration has been present since humans used their creativity, will, and feelings in various activities, even since the beginning of civilization, and continues to develop with the current information and technology revolution (Marliani, 2019). Meanwhile, the historical development of administration as an art is based on modern society's current knowledge of past events and on specific cultures as well. The art of governing in the context of public administration involves effective leadership strategies and skills, such as making sound decisions, leading teams, and efficiently resolving problems, which confirms that art is an important aspect of administration (Fauzan et al., 2023). The role of administration is inseparable from the life of society, both in the world of work and offices and outside of work. Therefore, human life is inseparable from the influence of administration.

As times change, public administration continues to evolve, keeping pace with global shifts. This evolution is not without its challenges, including globalization and digitalization, the transition from human labor to electronic devices or machines, and increasing the productivity, effectiveness, transparency, and public services provided by the government to the community. Public administration, as one of the sciences that drives social change, promotes the democratization process of government that favors the powerless people (the poor or vulnerable).

Public administration can be defined as the management and conduct of governmental activities to achieve desired goals. As a discipline, public administration has undergone several paradigm shifts throughout its history (Yusri, 2020). S. Amirulkamar (2022) wrote in the *Politica* journal that public administration plays a crucial role in modern society, echoing Charles A. Beard's argument that no other subject is more important than administration. Another thing he said was that civilization itself would be highly dependent on society's ability to develop science and philosophy, as well as competent administrative practices in carrying out public functions (Herry-Priyono, 2016).

The lifestyles of advanced and developing societies are sometimes always influenced by decisions made by civil servants; therefore, the steps and implementation of state administration must be acceptable to the public, because any decision is a policy that needs to be realized within the framework of state or government implementation. In modern and advanced societies, humans are required to fulfill a wide variety of desires and needs. As a result, the functions of state administration must be open to social control when initiating field activities, in accordance with the scope of administration (Y, 2023). Because human desires and needs cannot be the same, the goal of public administration is to serve society and to serve society based on the wisdom established as public administrative law, acting as a societal stabilizer. Furthermore, to improve people's understanding of government and its relationship with the people, which in turn will lead to public policies that are more responsive to community needs and management practices that are more

efficient, effective, and humane (Henry, 1989).

## RESEARCH METHODS

Tsani et al. (2024) is a reference for this study because it confirms that a Systematic Literature Review (SLR) is not a summary of research but a methodological strategy that produces both a knowledge map and a critical synthesis. Through SLR, research can establish a connection between global literature on bureaucracy and public administration and Indonesia's national needs. This is important because the challenges of globalization are always present in a unique local context, so literature needs to be reread, filtered, and positioned according to the interests of the nation. Tsani et al. (2024) emphasize that SLR is capable of filtering and synthesizing relevant findings, building an accountable conceptual framework. A more systematic approach was applied through a Systematic Literature Review (SLR), which is a literature review conducted in a structured, transparent, and replicable manner. Data collection was done by documenting and reviewing all articles, proving that using the SLR technique resulted in a sharper and more nationally relevant analysis (Tsani et al., 2024).

However, the use of SLRs is not without criticism. Boell & Cecez-Kecmanovic in the *Journal of Information Technology* assert that the generic use of SLR can raise methodological issues, as it risks hindering the researcher's critical engagement with the literature. They emphasized that SLR is effective when used reflectively, particularly in the context of a meta-study, which is specifically aimed at identifying and summarizing previous research

evidence (Boell & Cecez-Kecmanovic, 2015). This criticism is important as a reminder that a literature review is not a mechanical procedure but rather an interpretive process that still demands the researcher's critical thinking in filtering and understanding the literature.

Therefore, this study adopts SLR as a method with two main principles, including 1) following a systematic and transparent procedure through the stages of literature identification, selection, analysis, and synthesis (Tsani et al., 2024); and 2) conducting critical reflection, avoiding mechanistic traps to ensure the study results remain contextual and meaningful (Boell & Cecez-Kecmanovic, 2015), of course, for public administration in Indonesia. Therefore, this article employs a systematic strategy to review national and international journals or articles, academic publications, research reports, and other sources, including internet sources. This includes, among other things, the identification, selection, and synthesis of relevant literature. The main objective is to develop a comprehensive framework for public administration in the context of globalization, including local (Indonesian) adaptation and global significance.

## RESULT AND DISCUSSION

### The Impact of Globalization on Public Administration

The role of public administration in its development is to function in social change and promote the democratization process of government that favors the powerless people (the poor or vulnerable people). The role of public administration as the key to modern society, as stated by Charles A. Beard in Harbani (2007), who argued that no other subject is more important than

administration. Beard said that civilization will be highly dependent on society's ability to develop science and philosophy, as well as effective administrative practices for carrying out public functions. Decisions made by civil servants often affect developed and developing societies. Consequently, the actions and implementations of state administration must be acceptable to society, as every decision constitutes a policy that needs to be executed within the framework of state or government operations.

In today's era of globalization, many new theories and ideas have emerged, most of which lead to thinking about bureaucratic change or the reform of the Weberian model, which minimizes the role of the state and supports pro-market management principles. Reinventing Government in the United States is an example of a management approach from the business sector that helps improve employee performance issues. The role of the private sector and the general public in public administration and policy is more focused in government theory.

**Tabel 1. Changes in the Characteristics of Public Administration in the Global Era**

Aspects	Traditional Public Administration	Public Administration in the Global Era
Orientation	National, bureaucratic	Global, collaborative
Organizational Structure	Hierarchical, rigid	Flexible, network-based
Role of Government	Direct service provider	Facilitator, regulator, private sector partner
Public Participation	Limited, formal	Open, digital, participatory
Use of Technology	Minimal, manual	High, digital and AI-based
Public Policy	Local focus, closed	Open, adaptive to

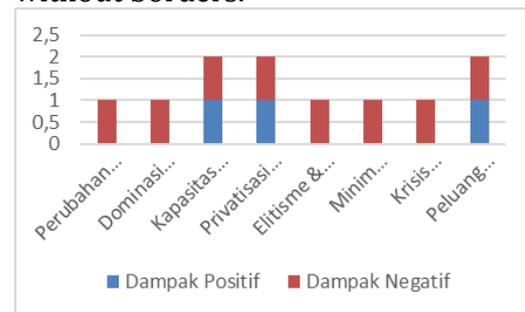
Aspects	Traditional Public Administration	Public Administration in the Global Era
Accountability and Transparency	Internal, administrative	international standards External, data-driven and public engagement
Human Resource Competence	Administrative focus	Multidisciplinary, global mindset, digital literacy
Response to Crises	Slow, procedural	Fast, adaptive, cross-sector and cross-border
Inter-Institutional Relations	Siloed, limited	Collaborative, cross-sector and cross-border

*Sources: Results of SLR Analysis*

According to Farazmand (2016), the impact of globalization on public administration includes significant changes in how the public and private spheres are configured, as well as alterations in the role of government and the public sector regarding resource allocation, wealth distribution, and economic stabilization, which have been dominated by the global corporate elite. The role of society in the public sphere has been minimized due to the impact of globalization and government restructuring. Therefore, public administration must remain consistent in fighting for sovereignty and public interests by involving community elements in public administration and being proactive in human resource management to avoid falling into corporate role dominance. (b) The biggest challenge comes from the possibility of changes in the character and activities of the state and state administration. In its development, traditional state administration has always balanced the interests of the corporate elite with the ever-evolving public interest, functioning to create the socio-

political stability that is essential for capital accumulation and system legitimacy. This can be taken over by coercive corporate groups. (c). Globalization forces state administrations to work harder with increasingly reduced capacity. Public administration is tasked with an almost impossible task: producing a vast amount of output under immense psychological pressure, and if it fails, it will be accused of government bureaucracy being inefficient. (d) Public administration professionals in response to global challenges. (e). Globalization encourages increased privatization, which creates opportunities for corruption. (f). Globalization promotes elitism and enriches the business, political-military, and managerial elites who act as transnational corporations. (g) Globalization threatens communities and the public spirit because it does not involve much public participation or local administrators in decision-making that determines the lives of many people. (h) Globalization encourages the study of administration and related fields, including comparative and international administration. The strengthening of globalization creates a need for the study of public administration that integrates comparative, international, and global perspectives. (i) Studying public administration from a comparative perspective can broaden our understanding of the world (j). Globalization challenges the awareness or conscience of the public administration community. (k) As guardians of the 'global community's interests,' state administrators from developing countries have a responsibility to act ethically and morally. (l) Globalization does not mean the end of nation-states and state administration. New global

challenges are emerging, making the scope, practice, and science of public administration increasingly broad. Before discussing the impact of globalization on public administration, it's best to first examine what globalization is. In terms of language, the meaning of globalization is a worldwide process, a process that makes humans open and dependent on each other without limitations of time and distance. In the era of globalization, supported by technological advancements, transportation tools, and scientific knowledge, someone in one region can quickly and easily access all types of information spread throughout the outside world. Globalization is defined as a world under one roof or a world without borders.



**Figure 1. Comparison of the Positive and Negative Impacts of Globalization on Public Administration**

Globalization is both good and bad, but more likely bad. It all depends on how we handle it. However, it must be remembered that globalization is different from the terms "global warming" or "global heating." Some of the definitions of globalization according to experts are: Globalization is a global social relationship that is then interconnected so that events in different places can also impact other places (Giddens, 2001). Furthermore, globalization is the formation of organizational and communication systems between societies around the

world to follow the same systems and rules (Soemardjan, 1962). Globalization is the act of a process or policy-making that makes something global, both in its scope and application. (The American Heritage Dictionary. 2001. 4th Edition (Boston: Houghton Mifflin, 2001).

Globalization is characterized by technological advancements and access to information. With the advent of globalization, people will compete in using the latest technological devices that make it easy to access information. The Indonesian public can quickly receive and witness information from foreign countries. This poses a danger because not all foreign cultures align with the values believed and practiced in Indonesia (Fathiniah & Oktarina, 2023).

In the era of globalization, public administration as an artistic science generally continues to play an important role in state management aimed at improving the standard of living of the nation. This is in accordance with its principles, as state administration is a tool of a state system; therefore, it must be able to keep pace with the changing times so that its role in supporting national development continues sustainably. Globalization, as a form of the emergence of highly prominent global capitalist dominance, faces resistance from communal and marginalized groups regarding ideology and culture (Solichin Abdul Wahab, 2000). On a larger scale, political conflicts will become increasingly prominent, with ideological differences, perspectives, and even private group issues being the cause. Consequently, the state or government will be powerless to face changes and public problems, such as security issues, economic crises, environmental damage, and crime. According to Wahab, the governance crisis is caused by the dominance of

state influence over all aspects of life, including public services.

### **Challenges Faced by Public Administration in the Era of Globalization**

From the above account, it is clear that the impact of globalization will inevitably face challenges. We have already felt and experienced this situation ourselves, where the government is often confused and heavily influenced by corporations in making its policies, which often leads to difficulties in the eyes of the public rather than benefiting the majority of the people. For example, the policy of raising BPJS (National Health Insurance) is considered very burdensome for low-income individuals, as the services provided do not meet their expectations. Similarly, the government's policy of selling state-owned company assets to the private sector will benefit corporate parties and those who collaborate with them, at least by providing them with a profit. These actions will create opportunities for many cases of corruption.

Prioritizing the interests of corporate groups over the voice of the people narrows people's aspirations and triggers public distrust of the government. Where the political elite prioritizes personal and group interests over the broader public, such behavior is becoming increasingly evident. In a global context, excessive liberalization and privatization are often considered logical consequences of globalization, but in fact, they can weaken the state's capacity to provide public services and open up opportunities for commercialization and corruption (Farazmand, 2002).

Globalization also challenges the state's authority in formulating public policy, as many decisions are now within the realm of transnational

governance, which reduces domestic capacity through global regulations and international agreements (Lodhi, 2021). Furthermore, the interconnectedness of the world through technology introduces new challenges, including digital penetration, cybersecurity risks, and an access gap that exacerbates inequality. For example, analysis in European Union countries shows that public digital services (e-Government, AI) increase efficiency, transparency, and economic growth; however, they also pose risks such as algorithmic bias, lagging regulation, and challenges in human resource empowerment (Vatamanu & Tofan, 2025).

Digital transformation also brings vulnerabilities to data security and cyber threats. Global research indicates that, despite expanding access, government online services still fail to widely adopt international security standards, creating risks for public services and data (Silva et al., 2023). Other digital challenges can include literacy and exclusion gaps, such as in urban and rural areas where access is often hindered by limitations in infrastructure, literacy, and digital skills.

Additionally, bureaucratic reform in Indonesia faces strong structural and cultural obstacles. A 2024 study in the *Journal of Local Government Issues* states that the shift from public administration to public management often faces constraints due to the retention of patrimonialistic culture and politics (Rahmat et al., 2024). The efforts toward the Society 5.0 era in Indonesia also face obstacles: despite the implementation of a merit system, organizational culture constraints, technology training, and internal oversight are still significant (Wulandari, 2024).

Bureaucratic reform through electronic service systems (e-Government) indeed has great potential to accelerate services, increase transparency, and improve data management. However, several studies emphasize that internal bureaucratic resistance, infrastructure limitations, low digital competence, and weak inter-agency coordination still pose significant obstacles in practice (Wiwik Anggraeni & Imelda Dian Rahmawati, 2024). On the other hand, local bureaucratic innovations such as the reforms in Bintan Regency show that economic progress can be achieved through adaptive bureaucratic strategies, but the process is still limited in scope to a small scale (Ibaniyah et al., 2024).

The state should ideally be the sole administrator of public affairs, not controlled by corporate groups/states, so as not to threaten the social order in society. Corporate states' control over state administrators poses a threat that we must avoid. On the other hand, globalization has a positive impact on efforts to achieve a decent standard of living. This is because globalization provides an equal playing field for every country to seize the opportunities available, and whoever can best utilize those opportunities is the winner. The globalization process allows for progress through interaction with external parties (Juliswara, V., & Muryanto, 2022).

The majority of Indonesian society lives in rural areas, which naturally means there is still a high level of dependence on government policies, including in social, economic, and welfare aspects. Therefore, the state, as the organizer of public affairs and the servant of society, must truly be able to control the flow of globalization, which could threaten

the socio-economic well-being of society. In this global era, it seems the earth is not divided, and communication, information, and trade issues can freely intermingle. We will only be spectators if we are unable to compete.

The political, economic, cultural, and informational integration of the world makes it easy for people to interact and take advantage of opportunities regardless of their country's status, anywhere and anytime. Globalization creates various new challenges and problems that must be addressed and solved in an effort to utilize globalization for the benefit of life (Nurhaidah, 2015).

Globalization has also sparked debate among experts regarding the role of the state or government in development. Globalization, with all its impacts, needs the government's attention so that its positive effects can be utilized well and its negative effects can be avoided by the people. Therefore, the role of state administrators as public servants must be to control social life and the welfare of their people. Public administration plays a crucial and strategic role in promoting democracy and enhancing the welfare of citizens by addressing various aspects of public life and implementing government policies that align with the interests of society, the nation, and the state.

Furthermore, Siregar et al. (2022) state that the benefits of globalization include the ease of accessing electronic documents. Globalization and the new world order have implications for public administration. Globalism has transformed state administration (bureaucracy) worldwide, despite the intellectual conflicts mentioned above. The global economic structure, with so many changes in

superstructure and supraterritorial power, has had profound implications for bureaucracy. Both the quality and quantity of the state's power and authority are gradually diminishing (Keban, 2013). Furthermore, there is an increasing explosion of knowledge in public administration, including the fields of "comparative public administration" and "international administration" (Savitch, 1998).

However, with globalization also come negative consequences, including the weakening or loss of state power, hindering democracy, the loss of community spirit, the concentration of global power structures, increased centralization of corporate elites and government organizations, and increased dependence of poor countries on global powers (Keban, 2013). Furthermore, globalization deepens the level of dependence of poor countries on developed countries, leaving its problems for governance (Kregel, 1998).

## **CONCLUSION**

In public administration, what is meant by public interest and how it is realized does not depend solely on state institutions. Public interest must be formulated and implemented by all actors, including the state, businesses, and civil society. The role of public administration will always be dynamic, adapting to the times, because if that role stops, it will fall behind and hinder implementation for the benefit of the state, government, and society. A country's progress is measured not only by economic factors but also by how public administration directly and indirectly implements government policies and supports the governance of the state or government. In addition, bureaucrats must face challenges from both within their own country

and from global flows from abroad. Some strategies that need to be prepared to face global challenges are bureaucratic reform, improved international relations, human resource quality improvement, and intelligent decision-making in every policy.

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