



# Breaking down barriers: Overcoming silo mentality in bureaucratic reform

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## ABSTRACT

**Background:** Silo mentality has emerged as a significant obstacle in the bureaucratic reform process in Indonesia. This paper aims to investigate the underlying causes, adverse effects, and potential solutions to address silo mentality within the context of bureaucratic reform in government organizations. The study employs a qualitative approach, conducting a comprehensive review of relevant literature and analyzing the phenomenon of silo mentality in government organizations. **Methods:** The research draws upon various scholarly articles, government reports, and case studies to gain insights into the dynamics of silo mentality and its impact on bureaucratic reform efforts. **Findings:** The findings reveal that silo mentality stems from a range of factors, including leadership issues, lack of effective communication channels, and a focus on individual goals rather than organizational objectives. The presence of hierarchical structures and a lack of transparency in information sharing across different divisions contribute to the formation of silos. The impacts of silo mentality are far-reaching, resulting in reduced productivity, decreased employee morale, and diminished customer satisfaction. **Conclusion:** To overcome these challenges, the paper proposes several strategies. These include ensuring employee vision convergence, achieving common goals collectively, providing motivation and incentives, precise execution, and fostering collaboration among departments. The bureaucratic reform in Indonesia aims to establish a competent, professional, and integrity-driven bureaucracy that is free from corruption and serves the public effectively. However, the presence of a silo mentality hinders the realization of these goals by creating barriers to communication, collaboration, and innovation. Future research should focus on developing practical frameworks and tools to facilitate the implementation of the proposed strategies for breaking down silos and promoting a collaborative work environment within government organizations undergoing bureaucratic reform. Empirical studies examining the effectiveness of these strategies in real-world settings would provide valuable insights into their applicability and potential for success. Additionally, exploring the role of technology in enabling seamless communication and collaboration across departments could offer new avenues for addressing silo mentality in the digital age. **Novelty/Originality of this Study:** The novelty of the 'silo mentality' phenomenon within the context of bureaucratic reform in Indonesia, identifying its causes, impacts, and proposing strategies to overcome it in order to achieve effective governance.

**KEYWORDS:** bureaucratic reform; organization; silo mentality.

## 1. Introduction

Bureaucracy is one of the variables that influence good or bad governance. The quality of the bureaucracy heavily depends on the quality of its human resources. The State Civil Apparatus/Aparatur Sipil Negara (ASN) is the apparatus that serves as a benchmark in assessing whether a government is good or bad. Good governance is the goal to be realized

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in the administration of government, with three domains as its pillars: government apparatus, business (corporations), and society. To build excellent governance, synergy and alignment must be created among these three pillars (Hartati, 2020). In the context of Bureaucratic Reform, individuals with strong qualifications, skills, and knowledge are needed to effectively carry out their duties. Furthermore, these individuals must demonstrate competence in their respective fields and behave in accordance with the professional standards expected of the State Civil Apparatus, in line with legal norms, prevailing values, cultural norms, and religious beliefs. In its position as a government organ, the State Civil Apparatus plays the role of organizer and is entrusted with the responsibility of formulating policies and strategic choices aimed at realizing public welfare.

According to the Coordinating Ministry for Development, Society and Culture (Kemenko PMK) of the Republic of Indonesia, as cited by Indarti (2021), bureaucratic reform is one of the government's efforts to realize good governance. It involves fundamental reforms and changes in the government system, especially related to institutional aspects (organization), management, and resources. In accordance with Presidential Regulation No. 81 of 2010, concerning the "*Grand Design of Bureaucratic Reform 2010-2025*", the Coordinating Ministry for Political, Legal and Security Affairs is responsible for overseeing the strategic plan for bureaucratic reform every five years of government (KemenpanRB). Bureaucratic reform has experienced delays in the political, economic, and legal fields. The proposed roadmap for bureaucratic reform for the 2020-2024 period places more emphasis on implementation than mere formality. This approach is driven by the goal of addressing real challenges in the region. Indeed, the design of third wave programs and activities is structured in such a way as to enable their implementation at the lowest level work units. This is achieved by prioritizing cooperation and involving several stakeholders.

Responding to the evaluation results of the previous period, in the last period of the National Bureaucratic Reform Grand Design, the Minister of PAN and RB Tjahjo Kumolo finally established 3 (three) implementation strategies, namely strengthening leadership roles, focusing on targeted programs, and understanding the complexity and dynamics of bureaucratic reform. This strategy was formulated based on three obstacles faced by the government during the previous two periods: the inability of Civil Servants (ASN), political intervention, and silo mentality (sectoral egoism between courts, institutions, and regions resulting in reluctance to share information with each other even within the same organization) and a closed bureaucracy. Silo mentality is a phenomenon of sectoral ego that refers to problems that arise within organizations when different sectors or departments engage in competitive thinking to show their own power, often resulting in negative consequences (Cilliers & Greyvenstein, 2012). The existence of a silo mentality in the bureaucratic reform organizational structure is a significant challenge for companies of various sizes, including giant corporations and small businesses. However, can you provide a definition for the term "Silo"? Silo refers to the organizational structure that separates personnel into different groups, often determined by their respective job departments. These barriers can potentially hinder teamwork and communication, leading to decreased efficiency and hindering the flow of information (Shaw & Frost, 2015, Bento et al., 2020).

According to Mohapeloa (2017), the presence of silos within bureaucratic reform can result in internal competitiveness and erode trust among its members. In practical application, there is a tendency for teams to cease communication, resulting in a lack of feedback and subsequent project failure due to misunderstandings. The existing organizational structure hinders the potential for innovation, leading to the accumulation of unresolved problems within the system. The Silo Effect, also known as Silo Mentality, refers to a mindset that prioritizes the performance and success of each company while appearing apathetic towards the interests and concerns of other companies. It is one scenario that can lead to a decline in organizational performance and can worsen interactions between organizations. According to Patrick, as cited by Alves & Meneses (2018), the Silo Mentality can cause companies to become stuck. Simply put, such a

mindset is fatal to efficiency. Good individuals can derail well-crafted strategies by being forced out of the organization. Patrick argues that firm and well-organized leadership is what is needed to get through this. Contextual attention, which is common in bureaucratic organizations, is also emphasized. According to Louise Gaille, as cited by Diamond & Allcorn (2009), the task of maintaining morale within the bureaucratic system has significant challenges. Sustaining repetitive work patterns may be challenging due to the lack of a clear vision or purpose for the actions taken. The magnitude of bureaucratic activity is determined by adherence to established protocols rather than the quality of its actions. Consequently, there is a significant decrease in the morale of bureaucrats. The priority of individual ambition over sectoral goals is paramount.

Silo attitudes do not arise by chance. Organizational silos can emerge as a result of differing leadership perspectives and goals. Tensions permeate the underlying structures, resulting in a state of unease when individuals show reluctance to engage in social interactions outside their respective work units. The perpetuation of hostility and skepticism within the bureaucratic system is a continuous phenomenon. Within government structures, including ministries and directorates general, the collective pronoun "we" is often used to foster a sense of group cohesion, thereby distinguishing the individuals that make up the group from those outside it. This occurs despite the fact that both groups are required to operate under the same vision.

Within government organizations, the existence of sectoral egos and silo mentalities can be a barrier to the implementation of effective strategies aimed at achieving the organization's aims and objectives. However, it is common practice for businesses to set performance targets for each unit based on the overall aims and objectives of the company when developing organizational plans and strategies. The topic is considered interesting because individuals and organizational entities consistently strive to prioritize and achieve predetermined performance goals. In some circumstances, the decision to prioritize individual performance goals may contribute to the manifestation of sectoral ego behavior and the adoption of silo mentalities (Le Pen, 2003).

The process of formulating a problem is an important aspect of academic research, often carried out at the first stage of the investigation when the researcher begins to study the subject matter. According to Ridha (2017), the concept of problem formulation is an effort to explicitly articulate the specific claims for which a solution is sought. Problem formulation refers to a precise statement that describes the boundaries and focus of the subject being investigated. The phenomenon of silo mentality in bureaucratic reform raises various problems that result in many threats and losses. The author, in this case, discusses the research questions regarding Silo Mentality in bureaucratic reform. The concept of silo mentality refers to the inherent refusal or reluctance to engage in information sharing among personnel included in different divisions of a corporate entity. The term "silo" once referred to a container used to store agricultural commodities. However, in contemporary usage, the phrase has evolved into a metaphorical representation of a self-contained entity possessing certain knowledge.

In an organizational context, the concept of Silo Mentality does not refer to a physical structure resembling a tank or tube, but rather pertains to a cognitive disposition where individuals or divisions hoard knowledge exclusively for their own use. Ultimately, the dissemination of information reaches a state of stagnation, resulting in a lack of openness in the workplace. There is a lack of awareness among individuals or departments within the same organization about the activities and operations of other departments. There is a state of inaction when individuals wait for each other. There are cases where the work of two individuals overlaps, resulting in both individuals performing the same task. The concept of mutually exclusive work does not apply. Engaging in every task. The absence of cooperation, collaboration, partnership, and similar elements is clearly visible. Collaborative efforts may be challenging when individuals engage in patterns of shifting accountability to each other (Orešković, 2016).

In an organizational context, the term "silo" refers to different divisions that function independently and have a tendency to withhold information exchange. Additionally, the

term also encompasses organizations that employ a silo system approach within their departments, resulting in limited information sharing due to inherent limitations within their systems. The phenomenon of silo mentality often arises from competition between managers, which then permeates their respective team members. Consequently, the work environment and organizational culture have the potential to adversely affect employee well-being and productivity. This specific mindset also has a detrimental influence on political groups (Koopmanschap & Rutten, 2003). Addressing the issue of bureaucratic efficiency caused by organizational silos is a complex task. Bureaucracy can be likened to a giant: intimidating in appearance, seemingly powerful, yet characterized by lethargy. The issue of "sectoral ego" is common in several countries, although diligent individuals who strive to dismantle this phenomenon have demonstrated the effectiveness of bureaucratic measures.

Based on the above background, the research questions can be formulated as follows: What causes the occurrence of Silo Mentality in bureaucratic reform?; What are the impacts that occur due to the existence of Silo Mentality in bureaucratic reform?; and How to overcome Silo Mentality in bureaucratic reform?. The objectives of this paper are: a. To describe and explain the phenomenon of silo mentality that currently exists in bureaucratic reform, how silo mentality can form and occur, and how to overcome the impacts of silo mentality. b. To broaden insights regarding the understanding and impacts of silo mentality. c. To inform and analyze the understanding of silo mentality and how to overcome it. d. To provide education about the understanding of silo mentality.

## 2. Methods

The research method used in this article is the literature review method. This approach involves collecting, reviewing, and synthesizing relevant literature from various published sources within the relevant field of study. The initial stage involves a systematic search in academic databases and other information sources using keywords that align with the research topic.

The literature is then carefully selected based on predetermined inclusion and exclusion criteria, with a focus on the quality, relevance, and novelty of the information. After selecting the literature, an in-depth analysis is conducted to identify significant patterns, trends, and findings. This process also involves classifying the literature to organize the information according to relevant themes or concepts. An evaluation of the strengths and limitations of the literature review method is also conducted to ensure the validity and reliability of the analysis results.

## 3. Results and Discussion

### 3.1 Causes of silo mentality in Bureaucratic reform organizations

The concept of silo mentality, as cited by Daulay et al. (2021), refers to a prevalent mindset observed in various organizations, where many departments or groups demonstrate reluctance to share information or knowledge with others within the institution. This phenomenon is often characterized by employees' perception that each unit or department possesses the necessary expertise or personnel to handle specific tasks independently. Silo mentality often manifests unconsciously and arises in situations where a task requires collaboration across different departments. According to Senjaya et al. (2022), in a publication titled "The 'No Silo' Rule" written by Editorial Skillbooks, several elements have been identified as potential catalysts for the manifestation of the silo mentality. Some of the factors triggering silo mentality include: (1) Personnel within a department are too preoccupied with their own tasks, leading to conflicts between departments due to differing perspectives; (2) Cultural gaps or behavioral patterns across teams hinder smooth collaborative efforts; and (3) Variations in time zones, languages, and

working styles exist among the organization's employees, which may arise if the organization employs individuals from diverse geographical locations or ethnic groups.

It is crucial to note that the term "silo" should not be conflated with the concept of "team." An organization consisting of several small, specialized units does not inherently have fundamental problems. Specialized teams can effectively enhance focus and increase accountability within an organization. In contrast, the presence of silos in an organizational context refers to how the organization operates, often leading to unfavorable outcomes. The phrase "working in silos" indicates that teams operate in isolation from the broader organizational context, resulting in communication breakdowns, misinterpretations, and a host of other complications. Silos within an organization can emerge when employees develop a sense of allegiance to their immediate team or management rather than to the company as a whole. To address this issue, it is essential to facilitate a comprehensive understanding among team members about their individual contributions to the overall objectives, particularly regarding how team efforts and outputs align with the broader organizational goals. This fosters the perception of departmental teams as cohesive entities that grow together, rather than isolated entities solely focused on protecting their own interests (Syafiq, 2019).

The practice of operating in isolated units, sometimes referred to as working in silos, can negatively impact the bureaucratic reform process. The presence of silos within organizations during the bureaucratic reform era can lead to internal competitiveness and erode trust among members. This situation gives rise to inefficiencies and redundancies within departments. In practical implementation, teams tend to discontinue communication, resulting in a lack of feedback and subsequent project failures due to misunderstandings. The existing organizational structure hinders the potential for innovation, leading to the perpetuation of unresolved issues within the foundation. Data utilization plays a crucial role in optimizing customer experiences, while the presence of information silo mentality can significantly disrupt consumer satisfaction. If teams do not prioritize information sharing as a common practice, they may struggle to effectively utilize the available data. Consequently, dismantling organizational barriers can significantly impact the overall performance and survival of the company.

According to Aspina (2022), silos within an organization can emerge when employees develop a sense of devotion to their team or management rather than to the company as a whole. To address this problem, it is crucial to facilitate a comprehensive understanding among team members about their individual contributions to the overarching goals, particularly in relation to how team efforts and outputs align with the broader organizational objectives. This promotes the perception of departmental teams as cohesive entities that grow together, rather than isolated entities solely focused on protecting their own interests. When examining the underlying reasons for silos, it becomes apparent that leadership is consistently identified as a key factor. If the executive team lacks a clear focus on the broader organizational goals, they are unlikely to possess the ability to successfully address information silos. However, when leadership integrates into the overall company objectives and embraces the principles of collaborative behavior and cross-functional collaboration, teams will also adopt these practices.

### *3.2 Impacts arising from silo mentality*

In the context of organizational change, the term "silo mentality" refers to a phenomenon where employees in different departments or divisions exhibit reluctance to exchange information with each other. According to Sukandar et al. (n.d.), some consequences resulting from silo mentality include: a. Each department appears to prioritize their own achievements rather than the success of the corporation as a whole. b. Inefficiencies at the organizational level can hinder the organization from realizing its full potential and achieving its goals. c. Due to a lack of cross-departmental communication, employees are forced to operate with outdated or inaccurate information. d. The process of

creating objectives may be challenging because each department's goals may not align with the overall business objectives.

Rock and Schwartz (2006) identified several impacts of silo mentality. First, Reduced Productivity. Silo mentality in work culture has resulted in the emergence of differing individual and organizational interests. Variations in individual cognitive processes and preferences contribute to an overall decline in workforce efficiency. If each division prioritizes its own interests, the corporation will face significant challenges in achieving its collective goals. The second impact is decreased morale. Employees exhibiting a silo mentality may experience feelings of frustration due to inadequate communication and the presence of unhealthy competition among different departments and management. Further decline in morale affects performance reduction and increases the likelihood of voluntary departures. Finally, the impact of silo mentality is decreased customer satisfaction. The phenomenon known as silo thinking, or silo mentality, not only affects the company's internal operations but also has implications for external stakeholders, particularly clients and customers. Suboptimal coordination between product and service teams results in customer dissatisfaction.

### *3.3 Strategies to overcome silo mentality in bureaucratic reform organizations*

Widiningtyas (2022) suggests that leaders should foster a conducive climate that encourages and facilitates constructive dialogue to form cohesive and integrated leadership teams. Providing an inclusive platform for all executive team members to express their perspectives promotes an environment where each individual feels acknowledged and valued for their contributions. However, after reaching a decision, it is crucial for leadership to initiate collaborative efforts towards common goals across the organization. In the era of bureaucratic reform, it is important for organization members to cultivate a sense of attachment not only to their immediate team but also to the broader organization. By encouraging cooperation between departments, organizations can facilitate the formation of connections among team members that transcend departmental boundaries, thereby enhancing coordination and collaboration across the company. Furthermore, this approach serves as an effective means to address operational inefficiencies stemming from organizational silos, such as rework or extended cycle times.

Cross-functional teams, characterized by the composition of individuals from diverse functional domains, can serve as a viable option. For example, cross-functional teams may consist of individuals from various functional areas such as finance, design, engineering, sales, and other relevant domains. This organizational structure not only fosters beneficial interpersonal interactions and teamwork among employees but also reduces feelings of detachment and disengagement within the corporate setting. This practice ensures that teams are capable of managing most of the client's lifecycle. Sometimes, the silo mentality originates from seemingly small, overlooked matters. If leaders of each division continue to allow such a situation to persist, it will give rise to issues of cynicism and escalating confrontation between divisions. Therefore, it is crucial for supervisors to shoulder the responsibility of identifying effective and pragmatic measures to mitigate the potential consequences arising from the silo mentality.

Picciotto (2020) cites several strategies from the book "Blue Marble Evaluation: Premises and Principles" to address silo mentality. The first is Ensuring employee vision convergence. It is the task of higher-ranking individuals within an organization to effectively communicate the overall goals and objectives of the company to their subordinates, thereby fostering a shared understanding and collective pursuit of these goals. A leader who effectively cultivates cohesion across organizational departments will encourage the development of mutual trust among employees. Consequently, the organization will no longer operate on the basis of individual concerns, but rather view all issues as collective objectives. The second is achieving common goals together. Organizational leaders have the capacity to extend invitations to each employee, facilitating their understanding of the different roles and contributions of each division.

This process enables employees to effectively assess the extent to which organizational objectives are met. This initiative aims to foster a comprehensive understanding among employees in every department about the importance of collaborative efforts and cohesive teamwork in achieving common goals. Third, provide motivation and incentives. One successful strategy to reduce silo mentality in the workplace is to encourage employee motivation to engage in productive communication with colleagues across different departments. If employees have succeeded in this endeavor, it is crucial for leaders to express gratitude to the employees, possibly through the provision of incentives. This strategy has the potential to be one of the most effective methods for enhancing staff morale and motivation. Accurate execution is the fourth strategy. For the successful realization of organizational objectives, it is the task of leaders to carefully design strategies that are subject to accurate measurement. This includes components such as establishing mutually agreed-upon completion schedules, identifying measurable success indicators, and assigning responsibilities to relevant departments. Another strategy is to Collaborate. The foundation of a strong and efficient team lies in four essential elements: knowledge, collaboration, creativity, and initial trust. If leadership facilitates an environment where employees are given space and opportunity to engage with one another across different departments, four likely outcomes will occur. These efforts have the potential to facilitate the exchange of ideas and foster effective cooperation across many departments.

### *3.4 Bureaucratic reform*

Bureaucratic reform is a major initiative undertaken by the government to realize good governance, aiming to carry out substantial transformations and modifications to the framework of government administration. This primarily pertains to structural aspects (organization), management practices, and the allocation of human resources within the bureaucracy. The political changes implemented in 1998 became a pivotal moment in Indonesia's political landscape, ushering in a new era of national dynamics. The anticipated correlation between political change and bureaucratic reform did not materialize. The aforementioned observation can be seen from several stages in the bureaucratic reform process, which have encountered significant obstacles. This may prevent the public from fully realizing the many tangible benefits of the 1998 reforms. Evidence supporting the current scenario includes inadequate public services and rampant corruption cases that have penetrated various sectors.

Corruption is not limited to the administrative realm but has also permeated the legislative domain. This means that institutions intended to represent the people can become control mechanisms that undermine the principles of good governance. However, it is important to note that law enforcement organizations are not exempt from the issue of "corruption." They may also be involved in conspiracies aimed at protecting certain individuals. Several implications are associated with the situation at hand, including the emergence of claims related to the existence of a judicial mafia. These accusations are specifically directed at law enforcement officers and the legal system. The General Concept Sheet for Indonesian Bureaucratic Reform articulates the goal of achieving exceptional quality governance on a global scale. According to the statement of the Minister responsible for Administration and Bureaucratic Reform, it is crucial to have an effective governance strategy by 2025 to effectively address 21st-century challenges. The objectives of Indonesian Bureaucratic Reform include the process of formulating and refining laws and regulations to achieve effective governance, as well as improving organizational structures, managerial processes, human resource management practices, supervisory mechanisms, accountability measures, service delivery quality, mentality, and cultural frameworks. The aim is to establish and implement efficient and successful control mechanisms to achieve desired outcomes.

Bureaucratic reform encompasses the implementation of comprehensive changes to the system of government administration, with a specific focus on institutional aspects,

management processes, and human resources of the apparatus (Haning, 2019). There is a need to address and rectify various problems and challenges that hinder the effective functioning of the government administration system. These obstacles must be restructured or revitalized to ensure proper operation. Bureaucratic reform is carried out in order to realize good governance (Lestari, 2019, Turner, 2019). Bureaucratic reform is a highly important strategic step to enhance the efficiency and effectiveness of the state apparatus in fulfilling its overall responsibilities in government administration and national development (Yasa et al., 2021, Yustia et al., 2023). Moreover, considering the rapid advancements in science, information and communication technology, and the evolving strategic landscape, the government bureaucracy must carry out reforms and adaptations to effectively respond to dynamic societal demands. Therefore, it is crucial to immediately implement fundamental, comprehensive, and methodical measures to ensure the successful achievement of set goals and objectives in a highly effective and efficient manner. Reform is a systematic and continuous renewal process, characterized by a gradual approach that avoids radical and revolutionary efforts or actions.

The formation of the pre-reform government bureaucracy has fostered a pervasive culture characterized by democratic practices as well as cases of corruption, collusion, and nepotism. However, the governance that emerged during the reform era does not guarantee the successful implementation of bureaucratic reform or the sustainability of such efforts. The absence of full commitment from post-reform governments towards bureaucratic reform seems to correlate closely with the government's low dedication to eradicating corruption, collusion, and nepotism/*korupsi, kolusi, dan nepotisme* (KKN), which have become prevalent issues within the Indonesian bureaucracy. Some members of the public perceive the government's dedication to bureaucratic reform as low following social changes. Paradoxically, there are sentiments among certain individuals in Indonesia who nostalgically long for the New Order regime, viewing it as a source of societal stability, albeit only on the surface. Bureaucratic reform is a fundamental solution that involves changing the mindset and cultural orientation of state administrators. This requires a shift from a control and authoritarian mentality, reminiscent of the colonial paradigm, towards a state bureaucracy that prioritizes efficient public service and upholds the principles of good governance. This reform aims to minimize corrupt practices known as KKN, both at higher levels of government and within state infrastructure. Additionally, it emphasizes the importance of adhering to the rule of law.

In relation to the government's efforts to improve the bureaucracy, this is commonly referred to as bureaucratic reform. There are many interpretations and definitions of bureaucratic reform, each offering different perspectives on the concept. Based on information from Menpan ([www.menpan.go.id](http://www.menpan.go.id), accessed on August 19, 2014), bureaucratic reform refers to the systematic process of implementing updates and fundamental changes to the governance system, with a specific focus on service improvement. According to the Directorate General of Legislation, bureaucratic reform is an initiative aimed at implementing changes in various aspects related to bureaucratic reform. These aspects include changes in mindset, arrangement of laws and regulations, strengthening of organizational structures, simplification of procedures, human resource management, enhancement of supervision, strengthening of performance accountability, and improvement of public service quality.

Meanwhile, Sedarmayanti (2012) states that the concept of bureaucratic reform involves the government's efforts to improve performance by using diverse strategies with the ultimate goal of achieving effectiveness, efficiency, and accountability. Bureaucratic reform includes a series of modifications. The first modification includes changes in cognitive processes (mindset, attitude, and behavior patterns) needed, especially in the bureaucratic environment. The bureaucracy must abandon its previously flawed thinking and adopt a mindset that acknowledges its role as a public servant. It is crucial for the bureaucracy to demonstrate a positive attitude and comply with established rules and regulations without deviation. The transition from ruler to servant requires a corresponding shift in the bureaucracy's attitude. Currently, it is evident that the



bureaucracy consistently takes a position of authority, as its hierarchical status places it above society. Consequently, they perceive themselves as rulers entitled to unwavering respect. Therefore, the aforementioned elements must be eliminated from the bureaucratic system. Meanwhile, placing emphasis on the importance of authority, such adjustments are being considered. The bureaucracy must consistently emphasize its function as a public servant. Bureaucracy must also place emphasis on the importance of authority, the adjustment is being considered. Bureaucracy must consistently emphasize its function as a public servant. The main focus of the bureaucracy should be on the end results of the services provided to the public, with an emphasis on generating public satisfaction. The objective of implementing performance management changes is to enhance the effectiveness of bureaucratic performance management.

In accordance with the scholarly work of Yehezkel Dror in Zauhar (2007), reform administration refers to deliberate and systematic changes to the basic elements of administrative practice. According to Zauhar, as cited by Arianto et al. (2015), administrative reform refers to deliberate and strategic efforts aimed at implementing planned changes in administrative systems and processes. Bureaucratic structures and procedures encompass many elements of reorganization and institutional change. These modifications primarily focus on enhancing bureaucratic effectiveness by modifying existing structures and processes. Bureaucratic reform is a planned effort for change (Bakir et al., 2017; Beunen, 2016; Patterson et al., 2019).

Improving attitudes and behavior among bureaucrats is crucial for increasing organizational effectiveness and realizing a strong administration that can effectively contribute to the achievement of national development goals. These changes aim to enhance the attitudes and behavior of the bureaucracy, with the goal of raising awareness among bureaucrats that their role is no longer as rulers, but as servants of the public. Most bureaucratic changes in various countries are carried out due to complex problems within the bureaucracy that make it difficult for the bureaucracy to perform its duties. According to Haning (2019), the idea of government change largely originates from two different groups. The first group consists of individuals within the government who want to improve the situation. The second group consists of people outside the bureaucracy who desire a government that is clean, open, and accountable.

In this regard, the elaboration of bureaucratic reform objectives aligns closely with the goals of administrative reform, which is to undertake transformational efforts aimed at improving the quality of the bureaucracy. The implementation of each reform consistently prioritizes the bureaucracy as the focal point of reform, with the aim of addressing societal issues. Considering the inherent nature of the bureaucracy, which constantly interacts with the public, it becomes imperative for bureaucratic institutions to effectively fulfill their obligations and roles as public servants to optimize their services to the community. To achieve this goal, it is crucial that the government, which is given authority, is empowered to implement reforms and make significant changes to the governance system.

Significant changes have occurred in the mindset and governance in Indonesia. The subject of change relates to many interrelated procedures in the field of government operations, including a workforce consisting of millions of people, and requires the allocation of significant financial resources. The proposed approach involves restructuring the bureaucratic process hierarchically, starting from the highest level and continuing to the lowest level. This strategy aims to achieve new progress through a series of additional stages. The suggested methodology emphasizes the need for practicality, is based on reality, and adopts a diligent mindset that goes beyond conventional practices. It advocates for a paradigm shift and requires extraordinary efforts to bring about the desired changes. The proposed course of action also includes revising and improving existing rules, modernizing management policies and practices at the central and regional government levels, and aligning the responsibilities and functions of government institutions with emerging paradigms and roles (Haryati, 2011).

The objective of bureaucratic reform is to realize a capable government bureaucracy that possesses the following characteristics: professionalism, integration, high

performance, freedom from corruption, effective public service, neutrality, prosperity, dedication, and adherence to the basic principles and code of ethics of the state apparatus. The goal of bureaucratic reform is to create a government bureaucracy that is professional, adaptive, possesses integrity, is free from corruption, collusion, and nepotism, can serve the public in an accountable manner, and upholds the basic values of the organization and the code of ethics of the state apparatus.

#### 4. Conclusions

The Indonesian government is currently undertaking a comprehensive reform of the public bureaucracy, which is considered to have a broad and radical scope. However, further improvements are necessary to ensure the realization of an effective government that benefits the people of Indonesia. As is generally known, the concept of public bureaucratic reform requires the establishment of an effective government. The overall goal is to build, reorganize, refine, and arrange the government bureaucracy in a way that enables effective communication and facilitates the fulfillment of its duties and functions. Effective communication is a state where communication barriers are successfully overcome, thus preventing disruptions in the flow of information. Lack of effective communication, often known as communication disturbance, can have severe consequences under any circumstances, especially in a corporate setting.

The existence of a hierarchical structure or division of labor within an organization has the potential to hinder effective communication and lead to failure. Lack of transparency or reluctance to communicate information across different divisions, also referred to as silo mentality or silo thinking, can impede the achievement of corporate goals. Lack of cross-divisional communication results in failure to inform all relevant parties. This situation can lead to the emergence of sectoral egos when there is no coordination and synergy between divisions. Consequences of a lack of openness include suboptimal productivity within the business, and in certain cases, the organization may fail to achieve its objectives altogether. In its implementation, it is inseparable from various problems that arise, including the silo mentality that occurs in organizations during the era of bureaucratic reform. Various threats occur if this condition persists. The existence of a silo mentality makes the condition of the organization unstable and results in the organization's vision and mission not being achieved. Silo mentality is a common way of thinking that can be found in many groups or companies. A silo is the attitude of a business department that opposes detailed discussion or expertise with others in the same company.

In various conditions within the organization, ways to overcome the silo mentality are needed, such as: Leaders who are able to provide motivation and inspiration to employees to become responsive employees and work well together; Providing motivation and incentives to employees to give them a sense of pleasure and appreciation; and Collaborating with departments to achieve common goals. The phenomenon of silo mentality in bureaucratic reform is a pressing issue that requires immediate attention and resolution. The Indonesian government's comprehensive reform efforts are commendable, but further improvements are necessary to ensure the establishment of an effective and beneficial government for the people. Overcoming communication barriers, promoting transparency, and fostering cross-divisional collaboration are crucial steps in mitigating the negative impacts of silo mentality. Leaders play a vital role in addressing this issue by providing motivation, inspiration, and incentives to employees, encouraging them to become responsive and collaborative. By breaking down silos and promoting a culture of open communication and cooperation, organizations can enhance productivity, achieve their goals, and ultimately contribute to the successful implementation of bureaucratic reform in Indonesia.

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## Author Contribution

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The authors declare no conflict of interest.

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