

Obstacles To Administrative Reform: Local Community Cultural Perspectives In Public Services In The City Of Makassar

Muh Taufik¹, Zulfan Nahrudin², Dedy Herianto³

¹Public Administration, Hasanuddin University, Indonesia, email:
sunitaufik@poltekparmakassar.ac.id

²Public Administration, Hasanuddin University, Indonesia, email:
zulfannahrudin@rocketmail.com

³Public Administration, Hasanuddin University, Indonesia, email:
dedyherianto588@gmail.com

Abstract

The objective of this study is to recognize obstacles that are rooted in culture, which impede administrative modifications in Makassar City. The utilization of interviews and participant observation is deemed essential to the research methodology employed in this study. Following the collection of data, a qualitative examination is conducted to ascertain the types of issues that arise in the context of administrative alterations. Furthermore, strategies for addressing these obstacles are revealed. The research indicates that there exist several cultural impediments to the implementation of administrative reform in Makassar City. These include insufficient participation from city officials, unfamiliarity with the new cultural norms, opposition to the previous cultural norms, discrepancies in attitudes and values, and a disinclination to adjust to novel situations. Administrative change may encounter limitations stemming from diverse institutional and policy-related elements, such as a dearth of proficient personnel, incongruous policies and regulations, insufficient funding, compartmentalized government departments, and a deficiency of political determination. There are multiple techniques available to surmount these obstacles. In order to execute the plan successfully, it is imperative to comprehend the local culture, engage the community, disseminate information regarding the advantageous outcomes of administrative

reform, attract and retain skilled personnel, allocate adequate financial resources, facilitate efficient coordination among governmental entities, and secure the support of high-level officials.

Keywords: Administrative Reform, Local Culture, Public Service.

INTRODUCTION

Administrative reform has surfaced as a crucial priority in various settings to enhance public services. The sources cited in the text are Myeong and Jung (2019) and Liu and van der Sijde (2021). In contemporary times marked by heightened globalization and technological advancements, there exists mounting pressure on governmental bodies to exhibit enhanced efficacy, transparency, accountability, and responsiveness to the needs and demands of their constituents. However, the implementation of administrative reform is frequently impeded by various obstacles, which hinder its progress and cause delays.

The subject of administrative reform holds significant importance within the framework of Makassar City, which ranks among the largest urban centers in Indonesia. Makassar City exhibits significant potential to evolve into a proficient and productive public service center. However, besides that, there exist several obstacles that must be acknowledged and overcome to attain this goal.

According to Torfing and Srensen's (2019) opinion, research on administrative reform frequently disregards the distinct cultural attributes that are inherent in a given community. The local culture has a significant impact on individuals' interactions with the government and the provision of public services (Elliott, 2022). Mattijssen et al. (2019) posit that distinct cultural identities are present in various regions, and Makassar City is no exception, owing to its diverse cultural milieu. A comprehensive comprehension of the influence of the Makassar people's local culture on the administrative reform process and the quality of public service provision by the government is imperative.

The purpose of the paper is to investigate the barriers to administrative change in the city of Makassar, specifically with regard to how the culture of the local population views these barriers. The purpose of this research is to get a knowledge of the cultural variables that have an effect on public services in order to determine the strategy that will be most effective in

overcoming these obstacles and improving administrative reform in Makassar City. During the course of this investigation, data will be gathered using a variety of methods, including interviews, observations, and the review of relevant documents. In addition to this, qualitative analysis will be carried out on the data that has been acquired.

It is hoped that this study will make a beneficial contribution toward improving people's understanding of the barriers that stand in the way of administrative reform at the local level. This is particularly important to keep in mind when putting it within the perspective of the local culture of the people who live in Makassar City. The findings of this study are anticipated to provide useful insights that may be used by the government and other connected organizations in Makassar City, Indonesia, to improve the quality of public services and reform administration in a more efficient and effective way over the long term.

METHODOLOGY

This qualitative research examines the barriers to administrative reform by considering the current cultural norms of the people who reside in Makassar City. Using a qualitative research strategy may help researchers get a deeper understanding of social contexts and human events. Interviews with key stakeholders working in Makassar City's public sector will be required to obtain data for the study's first phase. It's possible to get relevant information from a wide variety of individuals, including the general public, public officials, and government personnel. The interview procedure shall be structured in accordance with predetermined parameters. The interview data will be recorded, transcribed, and analyzed to ascertain the obstacles impeding administrative change.

The study of public service practices in Makassar City will employ a mixed-methods approach, utilizing both in-depth interviews and fieldwork. This study will involve conducting observations in various locations, including government offices, community service centers, and hospitals. The local culture of the Makassar people is reflected in their routine public service practices, which can be comprehensively analyzed through observational methods.

Furthermore, a document analysis will be conducted to collect information on policies, legislation, and other written materials pertaining to administrative reform and public services in Makassar City. These papers

aid in enhancing comprehension of the institutional context and limitations surrounding administrative modifications.

The data collected through interviews, observations, and document reviews will undergo qualitative analysis. The present study will employ coding, theme grouping, and pattern generation techniques to examine the presence of discernible patterns in the data. This study aims to identify and examine instances of culturally-based resistance to administrative change within the local community. Upon the termination of the study, the information will be arranged in a coherent sequence accompanied by a comprehensive examination. The presentation of the implications of the results aims to offer the local government and affiliated institutions in Makassar City with valuable insights to consider while striving to improve the standard of public services and sustain administrative reforms.

RESULTS AND DISCUSSION

Overview of Public Services in Makassar City

Makassar City boasts a comprehensive and varied range of public services, owing to its status as a prominent urban hub in Indonesia. The local administration of Makassar offers a diverse array of fundamental amenities to its populace. The municipal administration of Makassar has pledged to provide its populace with efficient and dependable services.

Makassar City accommodates a diverse range of educational institutions, spanning from elementary to tertiary levels. In order to ensure equitable access to quality education for all denizens of Makassar City, the municipal administration collaborates closely with a multitude of educational institutions.

A diverse array of healthcare facilities are available, ranging from hospitals to community clinics. The municipal administration of Makassar is proactively implementing health-oriented programs such as immunization campaigns, health advisory consultations, and public health surveillance to enhance the well-being and health of the populace.

The local government of Makassar has recently introduced an electronic licensing system with the aim of optimizing the process of submitting and authorizing diverse licenses and permits. The objective is to enhance the efficiency and reduce the duration of the license issuance procedure for both individuals and enterprises.

Makassar City boasts a robust transportation infrastructure for the efficient movement of both individuals and commodities. The aforementioned comprises a comprehensive network of roads, dependable modes of public transportation, and easily accessible bus depots. The Makassar municipal administration has pledged to uphold and improve the urban transportation infrastructure to ensure that the populace can avail dependable, contemporary, and reasonably priced transit alternatives.

Makassar City's public sector encompasses a range of social services, including assistance for impoverished individuals, support for families and children, and aid for marginalized populations. The Makassar government actively engages in implementing social initiatives aimed at improving the welfare of its residents and advancing social equality.

Despite the advancements made in public services in Makassar City, there exist certain impediments such as inadequate skilled personnel, limited financial resources, and ineffective management. The optimization and community-driven nature of public services in Makassar necessitates a continuous evaluation and innovation by the city government.

Makassar Administrative Reform Obstacles

As per Kadarisman et al's (2022) viewpoint, the implementation of administrative reforms in Makassar City was impeded by several obstacles that hindered the process and the achievement of the intended objectives. Park et al. (2022) identified several variables that hinder change and progress within the public administration system, including local cultural factors, institutional constraints, and policies.

One of the obstacles encountered by administrative reform in Makassar city pertains to the unique cultural attributes of the local population. This phenomenon is linked to the presence of opposition towards alterations that stems from the prevailing norms, values, and practices within the indigenous culture. Ogunbayo et al. (2022) suggest that the implementation and utilization of modern and efficient administrative practices may be impeded by a lack of awareness of emerging cultures and the persistence of traditional cultures. Hardi and Hardi (2020); Idji et al. (2021) argue that heterogeneous groups and cultural norms may impede the effective coordination and collaboration required to provide public services by a wide range of authorities and agencies.

According to Falahuddin and Frinaldi (2020), one of the main obstacles to enacting administrative change is the constraints imposed by existing institutions. Kertati et al. (2023) found that a lack of experienced and qualified human resources is a major barrier to managing and implementing administrative improvements. A lack of sufficient knowledge, skills, and motivation on the part of public personnel may be a barrier to the implementation of change and innovation in the delivery of public services, according to the study done by Tiaranika and Maesaroh (2020). The effectiveness of administrative change may be hindered by restrictions on collaboration between governments. Integration and coordination of the delivery of public services may not be as effective as it may be if there is a lack of excellent communication, collaboration, and synergy among the many entities that are involved.

Safitri (2023) claims that the implementation of administrative reform in Makassar City is plagued by incoherent policies and complex legislation. An atmosphere of uncertainty may develop when laws and regulations are applied inconsistently, which can slow down the implementation of administrative reforms. Putri (2023) argues that convoluted regulations may impede the efficient and timely provision of public services to citizens and businesses alike. It is probable that the effectiveness of administrative reforms may be hampered if policies are not tailored to the many contexts in which they will be put into effect.

To effectively address these challenges, it will need a comprehensive approach. Understanding the indigenous people's culture better, being more active in the local community, and learning about the benefits of administrative change are all strategies that may help with breaking down barriers to communication and understanding. To overcome institutional constraints, the government must increase its pool of available human resources, create coherent policies, provide sufficient funding, and encourage cross-departmental collaboration. This will make it possible to overcome institutional resistance. Furthermore, it is imperative to continuously evaluate and improve the current set of policies and guidelines. Furthermore, it is imperative for the Makassar City administration to encourage active participation from the community in the administrative reform process, as suggested by Solomon and Kartikawangi (2022). Enhancing accountability and transparency in the provision of public services can be achieved through the involvement of community members as collaborators in the formulation, implementation,

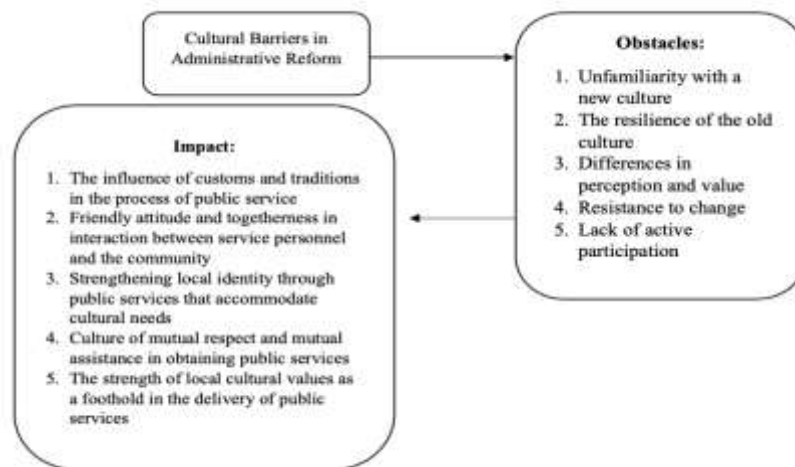
and evaluation of administrative modifications. This can potentially facilitate the improvement of the relationship between the governing body and the populace.

The implementation of administrative reforms in the City of Makassar necessitates the establishment of a systematic procedure for continuous monitoring and evaluation of the progress of the reform. Regular monitoring of the implementation of administrative reforms enables the government to identify newly emerging roadblocks and undertake necessary remedial measures. The implementation of continuous assessment is crucial not only for ensuring the sustainability and efficacy of administrative modifications but also for evaluating the positive outcomes that have already been achieved.

In order to effectively address challenges and obstacles pertaining to administrative reform, it is imperative that the local government of Makassar City demonstrates a resolute dedication to sustaining reform initiatives and enhancing the caliber of public services. The establishment of synergy during the implementation of administrative modifications necessitates the imperative collaboration of various stakeholders, including the government, community, academics, and other relevant entities (Prasojo, 2020).

The effectiveness and positive impact of administrative reform in Makassar City can be achieved by overcoming the existing challenges and implementing an appropriate plan. (Gioh, 2021) Enhancing the quality, transparency, and efficiency of public services in Makassar City will foster a more favorable environment for the overall growth and development of the city.

Figure 1: Cultural Barriers in Administrative Reform and the Impact of Local Culture in Public Services



The present study focuses on the cultural impediments that hinder the administrative reform of Makassar City. Several challenges arise in the process of cultural adaptation, such as inadequate knowledge of the new culture, persistent adherence to the old culture, divergent perspectives and values, reluctance to embrace change, and insufficient backing from those impacted by the adaptation.

The image above depicts the constraints imposed by institutional and policy factors on the administrative reform of Makassar City. The challenges at hand include insufficient human resources with the necessary competencies, policies and regulations that are not consistently applied, insufficient funds to support administrative change, inadequate coordination among government agencies, and a lack of knowledge and commitment from upper management.

The aim is to elucidate the hindrances impeding administrative reform in Makassar City by bringing to light these stumbling blocks. Possessing this data may facilitate the formulation of efficacious strategies and initiatives to tackle these challenges and foster administrative enhancements in Makassar City.

The Impact of Local Culture in Public Services

The local culture has a significant impact on the delivery of public services in Makassar City. The interplay between the local culture and the collaboration between the government and the populace in the provision of public services is a crucial factor, as posited by Budiana and Mulyawan

(2020). This illustration highlights the identification of diverse indigenous cultural factors that could potentially enhance the quality of public services in Makassar City.

In the context of public service, it is imperative to consider indigenous customs and traditions. The dynamics of interactions between public service providers and the community are subject to the influence of local cultural values, such as *gotong royong*, mutual respect, and togetherness, as noted by Setiawan and Purnamasari (2022). The public sector's cordial reception and familiarity with its clientele are indicative of the indigenous cultural practices of the Makassar community. As a result of this phenomenon, there exists a more amicable and informal mode of communication between the governing authorities and the general populace.

Perbawasari and Nugraha (2019) posit that the reflection and celebration of local customs through public services can enhance community cohesion and foster a sense of pride. The incorporation of cultural norms of the Makassar people into the provision of public services by the government is indicative of its concern for their welfare. The aforementioned has the capacity to enhance public trust in and utilization of governmental services, while also augmenting social connections between the government and the populace.

The unwavering and superior provision of public services in Makassar City can be attributed to the impact of the indigenous culture. The cultural traits of responsibility, honesty, and integrity are deemed crucial in facilitating the delivery of exceptional public services. The efficacy of discipline and order within the public sector is enhanced by the presence of robust local social norms and a culture that fosters mutual respect.

It would be advisable for the Makassar city administration to acknowledge and assimilate the preexisting cultural values of the indigenous population. The utilization of local culture can potentially improve the caliber of public services and facilitate a more robust interaction with the community by governmental and affiliated entities.

Achieving a harmonious equilibrium between cultural sensitivities and universal service mandates is imperative when integrating indigenous customs and practices into public service provisions. The attainment of effective governance, productivity, and superior public amenities is contingent upon the observance of local customs and traditions.

The accessibility, receptiveness, and responsiveness of public services in Makassar City could potentially be enhanced through a deliberate effort to acquire knowledge and incorporate local culture. The integration of indigenous customs and traditions into public services has the capacity to promote collaboration between government officials and the populace, thereby enhancing civic participation in the formulation of policies and execution of programs.

The socialization and education of public service employees regarding local cultural values is imperative to ensure the effective integration of such values into public services while upholding their respect. Public service officers can enhance their interactions with community members by undergoing cultural sensitivity training, thereby contributing to a more favorable experience for all parties involved.

In order to effectively utilize regional customs for the purpose of public service delivery, it is imperative that the government, community, and other relevant stakeholders collaborate and coordinate their efforts. Enhancing representation and community engagement in decisionmaking processes pertaining to public services can be facilitated through the active participation of the public in policy formulation, execution, and evaluation.

To ensure the conservation and progression of the contributions made by Makassar's indigenous communities and other cultural groups towards the public services of the city, it is imperative that the city government reinforces its collaborations with these groups. Sentanu and Mahadiansar (2020) have highlighted the significance of local cultural institutions' involvement and assistance in maintaining cultural genuineness and durability within the framework of public service.

The public services of Makassar City, which are significantly impacted by the local culture, assume a crucial function in promoting collaborative associations between the city's governance and its populace. Research has demonstrated that the application of cultural norms can enhance community involvement, the provision of public services, and foster a collective sense of identity. It is feasible that a public service system in Makassar City may be built that is more closely associated with the needs and aims of the community if an in-depth analysis of the local culture was performed and its relevance was acknowledged.

This study explores the distinctive cultural features of Makassar city and how they may affect the provision of public services in the area. A community's feeling of belonging may be bolstered through public services tailored to its members' cultural norms and practices. Members of government and the general public working together to achieve similar objectives fosters a culture of mutual respect and collaboration. Moreover, the management of public services is founded on a thorough comprehension of the cultural values of the society.

The above results illuminate the contribution of Makassar's indigenous culture to raising the bar of public services and strengthening ties between the government and the people. The potential for improving public services in Makassar City through the utilization of local culture can be optimized by the government and its affiliated organizations, provided that they possess a comprehensive understanding of its impact. It is imperative that public services are customized to align with the requirements and principles of the community they aim to serve, thereby necessitating the inclusion of indigenous culture.

Strategies for Overcoming Obstacles and Strengthening Administrative Reform

The implementation of administrative change and reform initiatives in Makassar City necessitates the adoption of planned and long-term strategies to effectively overcome any associated difficulties. The objective of these proposed strategies is to effectively surmount hindrances and ensure the sustained implementation of administrative modifications. The subsequent techniques are potential approaches that could be employed.

Elevate individuals' cognitive awareness and perception. It is imperative that various stakeholders, including government officials and communities, receive education on the necessity of administrative reform. Effective outreach efforts and educational programs that target diverse audiences can facilitate better communication of the benefits of administrative reform and ways in which individuals can contribute to its enhancement.

Capacity building in the field of human resources. The establishment of a robust administrative reform necessitates the development of proficient human resources in public administration. Enhancing the ability of government officials to effectively execute administrative reform initiatives and adjust to the consequent transformations could be facilitated through

educational programs, workshops, and career advancement opportunities that are designed to augment their expertise, proficiencies, and capabilities.

It is imperative to prioritize endeavors aimed at augmenting interagency collaboration and coordination. The efficacy of administrative modifications is contingent upon the collaboration of multiple governmental entities. Efficient collaboration mechanisms and coordination forums can greatly enhance the provision of public services by facilitating the exchange of information, experiences, and best practices. Collaboration among departments can lead to reduced redundancy of work and optimal utilization of existing resources.

Utilizing computational and other digital apparatus. The implementation of information technology (IT) may potentially enhance the administrative reform efforts in Makassar City. The implementation of e-government, mobile applications aimed at enhancing public access, and the establishment of a comprehensive public service information system have the potential to enhance the transparency, efficiency, and excellence of governmental services. In order to address the disparity in digital access within public services, it is imperative for the government to ensure universal availability of information technology.

Encourage greater participation in community engagement initiatives. The success of administrative reform is contingent upon the extent to which public input is incorporated. One way to enhance this input is by encouraging citizens to actively participate in service design, evaluation, and monitoring procedures. The implementation of participatory techniques such as neighborhood associations, public grievance mechanisms, and feedback systems can provide a platform for citizens to express their opinions and foster trust between the government and its constituents. Enhancing public satisfaction and trust can be achieved by promoting citizen engagement in the formulation of public service policies and programs that are more aligned with their requirements and aspirations.

Enhance surveillance and accountability. Enhancing both internal and external oversight of administrative modifications is of paramount importance. The transparency and effectiveness of public services are contingent upon a regulatory framework that is characterized by openness and accountability. The detection and resolution of potential irregularities

or fraudulent conduct in the realm of public administration can be facilitated through the utilization of reporting mechanisms, performance evaluations, and internal auditing procedures.

The processes of evaluation and enhancement are continuous. The ongoing endeavor of restructuring the administration persists. Consequently, it is imperative to perform periodic evaluations of the execution of modifications and identify areas of concern. Frequent evaluation cycles can facilitate the sustainability of gains achieved in administrative reforms by enabling the implementation of improvements and innovations.

By implementing these initiatives in a comprehensive and sustainable manner, Makassar City can enhance its administrative reform efforts and enhance the quality of public services. The successful implementation of administrative changes may lead to numerous favorable outcomes, such as enhanced efficiency, transparency, equity, and satisfaction in obtaining superior public services. Moreover, by enhancing administrative reform, Makassar City will be perceived as possessing a more modern, reactive, and accountable administration.

Table 1: Strategies for Overcoming Cultural Barriers and Policy Constraints in Administrative Reform

No.	Strategy for Overcoming Cultural Barriers	Policy Constraints
1.	Increased understanding of local culture and its values	Improvement of quality human resources
2.	Active involvement of the community in the administrative reform process	Consistent and sustainable policy and regulation development
3.	Socialization and education on the benefits of administrative reform	Allocation of adequate budget for administrative reform
4.	Formation of culturally representative teams or working groups	Improved coordination between government agencies
5.	Encourage dialogue and collaboration between various stakeholders	Increased understanding and commitment from leaders

The table presented above illustrates the various strategies employed to surmount cultural impediments to administrative reform in Makassar City. Promoting successful change can be achieved through various methods such as building culturally representative teams or working groups,

fostering dialogue and collaboration among diverse stakeholders, and increasing awareness of the advantages of administrative reform. The enhancement of human resources quality, implementation of consistent and sustainable policies and regulations, adequate funding for administrative reform, enhanced coordination among government agencies, and a higher level of knowledge and commitment from top officials are all integral components of the overall framework.

The implementation of these plans is anticipated to reduce the obstacles encountered in the process of administrative reform, thereby enhancing administrative reform in Makassar City. To improve the quality of public services and the efficiency of administration, these strategies take into consideration the interdependent elements of the local culture, institutions, and policies.

CONCLUSION

Makassar's municipal government has a number of obstacles that must be solved if the city is to increase the efficiency and quality of its public services. The glacial rate of administrative change has been attributed to a number of factors, including regulatory frameworks, institutional constraints, and cultural traditions. Local cultural hurdles may manifest in a number of different ways, such as unfamiliarity with the new culture, a steadfast commitment to traditional cultural traditions, divergent points of view, resistance to change, or an inclination toward inactivity. In order to overcome these obstacles, it is imperative to utilize strategies such as gaining a deeper understanding of the indigenous customs, engaging the local populace, and disseminating information regarding the advantageous outcomes of implementing administrative restructuring. Constraints on policy formulation also play a significant role in influencing administrative transformation. The prevailing challenges that require resolution encompass a dearth of proficient laborers, conflicting policies and regulations, insufficient funding, deficient interdepartmental communication, and a deficiency of political determination. The influence of cultural values at the local level on the delivery of public services is among the various factors that impact the provision of such services. Additionally, the cultivation of amicability and communal spirit between service providers and their recipients is another aspect that affects the process of service provision. The outcomes of this study possess the capability to augment the efficacy and potency of governmental and

communal amenities. The enhancement of administrative reform in Makassar City can be achieved through the appropriate strategy in addressing obstacles and leveraging the impact of indigenous customs. The outcomes of these endeavors are anticipated to encompass superior grade public amenities, optimized governmental operations, and increased satisfaction among the populace. The potential success of administrative modifications could yield significant ramifications for the advancement and economic well-being of Makassar City.

ACKNOWLEDGEMENT

The publication of this review is funded by the Pusat Layanan Pembiayaan Pendidikan (PUSLAPDIK), Lembaga Pengelola Dana Pendidikan (LPDP) and Beasiswa Pendidikan Indonesia (BPI) for doctoral students with scholarship programs.

REFERENCES:

1. Budiana, H. R., Bajari, A., & Mulyawan, R. (2020). Transformasi nilai Sabilulungan dalam aktivitas komunikasi pelayanan publik di Pemerintahan Kabupaten Bandung. *Jurnal Kajian Komunikasi*, 8(1), 42-56.
2. Elliott, F. (2022). The Advantages of Decentralized Government from the Viewpoint of Public Service Innovation. *Journal of Management and Administration Provision*, 2(3), 65-72.
<https://doi.org/10.55885/jmap.v2i3.172>
3. Falahuddin, F., & Frinaldi, A. (2020). Reformasi Birokrasi Dalam Pelayanan Publik pada Dinas Penanaman Modal Dan Pelayanan Terpadu Satu Pintu (DPMPTSP) Kota Padang Panjang. *Jurnal Teori dan Riset Administrasi Publik*, 4(1), 13-19.
4. Gioh, A. (2021). Pelayanan Publik E-Government Di Dinas Komunikasi Informatika Kabupaten Minahasa. *POLITICO: Jurnal Ilmu Politik*, 10(1).
5. Hardi, W. (2020). Collaborative Governance Dalam Perspektif Administrasi Publik.
6. Idji, R. A., Imbran, H. H. ., & Holle, N. S. S. . (2021). Employee Work Professionalism in Service Public (Case Study in Kayubulan Village, Limboto District). *Journal of Management and Administration Provision*, 1(2), 27-32.
<https://doi.org/10.55885/jmap.v1i2.94>
7. Kadarisman, M., Wijayanto, A. W., & Sakti, A. D. (2022). Government Agencies' Readiness Evaluation towards Industry 4.0 and Society 5.0 in Indonesia. *Social Sciences*, 11(8). <https://doi.org/10.3390/socsci11080331>

8. Kertati, I., Zebua, R. S. Y., Payangan, O. R., cicik Wijayanti, T., Cahyani, A. T., Syam, R., ... & Irmadianai, N. D. (2023). *Manajemen Sdm Dunia Usaha Era Digital: Strategi & Implementasi*. PT. Sonpedia Publishing Indonesia.
9. Liu, S., & van der Sijde, P. C. (2021). Towards the entrepreneurial university 2.0: Reaffirming the responsibility of universities in the era of accountability. *Sustainability (Switzerland)*, 13(6). <https://doi.org/10.3390/su13063073>
10. Mattijssen, T. J. M., Buijs, A. A. E., Elands, B. H. M., Arts, B. J. M., van Dam, R. I., & Donders, J. L. M. (2019). The transformative potential of active citizenship: Understanding changes in local governance practices. *Sustainability (Switzerland)*, 11(20). <https://doi.org/10.3390/su11205781>
11. Myeong, S., & Jung, Y. (2019). Administrative reforms in the fourth industrial revolution: The case of blockchain use. *Sustainability (Switzerland)*, 11(14). <https://doi.org/10.3390/su11143971>
12. Ogunbayo, B. F., Aigbavboa, C. O., Thwala, W., Akinradewo, O., Ikuabe, M., & Adekunle, S. A. (2022). Review of Culture in Maintenance Management of Public Buildings in Developing Countries. *Buildings*, 12(5). <https://doi.org/10.3390/buildings12050677>
13. Park, S. J., Yeatman, H., Russell, J., & Macphail, C. (2022). Barriers to Urban Food Action—Relevance of Food Pedagogies. *Sustainability (Switzerland)*, 14(3). <https://doi.org/10.3390/su14031300>
14. Perbawasari, S., Dida, S., & Nugraha, A. R. (2019). Peran stakeholders dalam membangun identitas Purwakarta yang berwawasan nilai budaya lokal. *PROfesi Humas*, 4(1), 23-46.
15. Prasajo, E. (2020). *Memimpin reformasi birokrasi: kompleksitas dan dinamika perubahan birokrasi Indonesia*. Prenada Media.
16. Putri, A. L. (2023). Pengaruh Reformasi Birokrasi Dalam Mempermudah Pelayanan Perizinan Penanaman Modal Di Daerah. *JISI POL | Jurnal Ilmu Sosial dan Ilmu Politik*, 7(1).
17. Safitri, R. R. (2023). *Implementasi Kebijakan Bank Sampah Dalam Mendukung Upaya Pengelolaan Sampah Berbasis Masyarakat Di Kecamatan Panakkukang Kota Makassar (Doctoral Dissertation, Universitas Bosowa)*.
18. Salomo, A., & Kartikawangi, D. (2022). Evaluasi Pelaksanaan Strategi Komunikasi dalam Melestarikan Ondel-ondel di Jakarta. *Jurnal Komunikasi Global*, 11(2), 248-273.
19. Sentanu, I. G. E. P. S., & Mahadiansar, M. (2020). Memperkuat peran pemerintah daerah: Mengelola pariwisata lokal yang berkelanjutan. *Jurnal Ilmu Administrasi Negara (JUAN)*, 8(1), 1-20.
20. Setiawan, N. A. P., & Purnamasari, H. (2022). Membangun Etika Pemerintahan Dalam Birokrasi Yang Berlandaskan Budaya Lokal. *Nusantara: Jurnal Ilmu Pengetahuan Sosial*, 9(8), 3047-3052.

21. Tiaranika, U., & Maesaroh, M. (2020). Inovasi Pelayanan Superone (Surat Pengantar Online) Di Kecamatan Candisari Kota Semarang. *Dialogue: Jurnal Ilmu Administrasi Publik*, 2(2), 160-175.
22. Torfing, J., & Sørensen, E. (2019). Interactive political leadership in theory and practice: how elected politicians may benefit from co-creating public value outcomes. *Administrative Sciences*, 9(3).
<https://doi.org/10.3390/admsci9030051>