

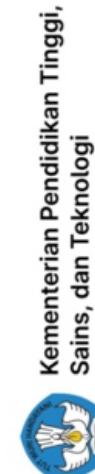


**Call for paper**

We invite authors to submit original paper to *Jurnal Borneo Administrator*. The paper should include one of the following topics: (1) Public Policy, (2) Public Management, (3) Public Sector Innovation, (4) Decentralization, Regional Autonomy and Governance, (5) Local Politics and Democracy, and (6) Rural/Village Autonomy and Governance. The length of paper should be between 6000-7000 words in total (references included). We have prepared a template file to help authors in writing the paper. Please read the Author Guideline carefully at: <https://jba.lan.go.id/authorGuideline>.

JBA IS INDEXED IN:





Kementerian Pendidikan Tinggi,  
Sains, dan Teknologi



**SERTIFIKAT**  
Akreditasi Jurnal

No. SK : 10/C/C3/DT.05.00/2025

Tanggal : 21 Maret 2025

**Direktur Penelitian, dan Pengabdian kepada Masyarakat**

dengan ini memberikan kepada

**Jurnal Borneo Administrator: Media Pengembangan Paradigma  
dan Inovasi Sistem Administrasi Negara**

EISSN : 24076767  
Publisher : Pusat Pelatihan dan Pengembangan dan Kajian

Desentralisasi dan Otonomi Daerah-Lembaga Administrasi Negara

**Peringkat Akreditasi Jurnal Ilmiah Periode I 2025**

Akreditasi Ulang di Peringkat 2 mulai  
Volume 19 Nomor 3 Tahun 2023 sampai Volume 24 Nomor 2 Tahun 2028



Ketut Adnyana  
NIP 196805151994031004



# Jurnal **BORNEO ADMINISTRATOR**

Media Pengembangan Paradigma dan Inovasi Sistem Administrasi Negara

p-ISSN: 1858-0300, e-ISSN: 2407-6767

Member of ISBN/KDN No. 979-99635-1-6

Vol. 21, No.3. December, 2025

*Jurnal Borneo Administrator* is published by Pusat Pembelajaran dan Strategi Kebijakan Pelayanan Publik (Pusjar-SKPP LAN) three times a year in April, August, and December.

## **Editor in Chief:**

Rahmat Suparman (Human Resources Management)

## **Journal Editor:**

Rustan Amarullah (Bureaucracy and Public Service Management)  
Tri Noor Aziza (Public Administration)

## **Section Editor:**

Mayahayati Kusumaningrum (Bureaucracy and Public Service Management)  
Tri Wahyuni (Law, Public Administration)  
Kemal Hidayah (Administration Law)  
Thalita Rifda Khaerani (Public Administration)  
Andi Wahyudi (Public Administration)  
Dewi Sartika (Public Administration)  
Eduardo Edwin Ramda (Institutional and Regional Economics)  
Deddy Supriady Bratakusumah (Public Administration)

## **Copy Editor & Proof-reader:**

Maria Agustini Permata Sari (National Institute of Public Administration, Indonesia)  
Elizar (Syiah Kuala University, Indonesia)  
Ilima Fitri Azmi (Polytechnics of STIA LAN Jakarta, Indonesia)  
Novi Prawitasari (National Institute of Public Administration, Indonesia)

## **Reviewers:**

Noppawan Phuengpha (Public Administration, Burapha University, Thailand)  
Bevaola Kusumasari (Public Management, Disaster, Universitas Gadjah Mada, Indonesia)  
Wawan Sobari (Politics, Governance, Democracy, Public Sector Innovation, Universitas Brawijaya, Indonesia)  
Muradi (Politics, Governance, International Studies, Universitas Padjadjaran, Indonesia)  
Solimun (Methodology and Statistics, Universitas Brawijaya, Indonesia)  
Ely Susanto (Organization, Human Resources Management, Leadership, Universitas Gadjah Mada, Indonesia)  
Yogi Suwarno (Public Administratiion, Lembaga Administrasi Negara, Indonesia)  
Jaka Sriyana (Regional Economics, Universitas Islam Indonesia, Indonesia)  
Istiqomah (Rural Development, Entrepreneurship, Economics, Universitas Jenderal Soedirman, Indonesia)  
Dwiyanto Indiahono (Public Policy, Rural Development, Social Capital, Universitas Jenderal Soedirman, Indonesia)  
Yogi Suprayogi Sugandi (Public Policy, Universitas Padjadjaran, Indonesia)  
Rachma Fitriati (Public Policy, Systems Thinking, Universitas Indonesia, Indonesia)  
Slamet Rosyadi (Public Administration, Public Policy, Universitas Jenderal Soedirman, Indonesia)  
Maskun (International Law, Universitas Hasanuddin, Indonesia)  
Sofyan Sjaf (Rural Development, Institut Pertanian Bogor, Indonesia)  
Sujarwoto (Public Service Management, Universitas Brawijaya, Indonesia)  
Fadillah Putra (Public Policy, Development Planning, Universitas Brawijaya, Indonesia)  
Adji Alamsyah (Public Administration, Universitas Sriwijaya, Indonesia)  
Vishnu Juwono (Collaborative Governance, University of Indonesia, Indonesia)  
Suwatin Miharti (Public Administration, Kementerian Koordinator Pemberdayaan Masyarakat, Indonesia)  
Agus Fanar Syukri (Business and Management, Quality Management, BRIN, Indonesia)

## **Secretariat Staffs:**

Dwi Nurisma (National Institute of Public Administration, Indonesia)  
Kristita Liwu Hati (National Institute of Public Administration, Indonesia)

## **Layout, Production, and IT:**

Ricky Noor Permadji (National Institute of Public Administration, Indonesia)  
T. Miftahul Heldra Sandiza (National Institute of Public Administration, Indonesia)  
Anes Iko (IT Support, National Institute of Public Administration, Indonesia)

## **Address:**

Pusat Pembelajaran dan Strategi Kebijakan Pelayanan Publik  
Lembaga Administrasi Negara (Pusjar-SKPP LAN)  
H.M. Ardans 2 (Ring Road III) Street, Samarinda 75124  
Email: borneo.jurnal@gmail.com | URL : <https://jba.lan.go.id>



## Content

### *Articles*

ANALYSIS OF PUBLIC MANAGEMENT IN NETWORK GOVERNANCE FOR TRANSIT-ORIENTED DEVELOPMENT IN JAKARTA (STUDY: INTEGRATED TRANSPORTATION OF BLOK M-SISINGAMANGARAJA) <i>Vishnu Juwono, Ferdy Riansyah Putra, Shanen Patricia Angelica, and Ilham Pambudi</i>	219-232
ANALYSIS QUALITY OF CIVIL ADMINISTRATION SERVICE THROUGH NVIVO INSTRUMENTS <i>Matheus Gratiano Mali and Dinda Aulia Maulidyah</i>	233-246
THE IMPLEMENTATION OF ASYMMETRIC FISCAL DECENTRALIZATION IN DEVELOPING NON-TRADITIONAL SECURITY IN PAPUA <i>Hendy Setiawan and Yendra Erison</i>	247-260
THE CONFLICT DYNAMICS OF GENERAL ELECTION COMMISION OF REPUBLIC OF INDONESIA AND UMMAT PARTY IN 2024 <i>Pravita Mutirara and Ruth Agnesia Sembiring</i>	261-274
ANALYZING COLLABORATIVE GOVERNANCE IN TOURISM DEVELOPMENT: A CASE STUDY OF KARAMPUANG ISLAND, WEST SULAWESI <i>Muhammad Idris, Yusuf Anwar, Alam Tauhid Syukur, and Nur Afifah Mustamin</i>	275-290
SYMBOLIC LANGUAGE INTERPRETATION OF CULTURAL HERITAGE PRESERVATION POLICY OF SURABAYA CITY <i>Lumariana Lubis, Bintoro Wardiyanto, and Erna Setijaningrum</i>	291-306
GOVERNANCE MODELS AND STUNTING: COMPARATIVE POLICY INSIGHTS FROM INDONESIA, MALAYSIA, AND MEXICO <i>Septiana Dwiputrianti, Moch. Ubaidillah Balian, Rozita Arshad, Vivian Kadelbach, and Sait Abdullah</i>	307-322



## **Editorial Preface**

We are pleased to present Jurnal Borneo Administrator (JBA) Volume 21, Number 3, published as the final issue of 2025. As a journal issued every four months, JBA continues to uphold its commitment to disseminating high-quality scholarly works in the field of public administration and related disciplines. This closing edition reflects the sustained enthusiasm of academics and practitioners to contribute rigorous research, while also marking an important moment to reflect on governance challenges and policy dynamics that have shaped public administration throughout the year.

This end-of-year edition features seven selected articles that address a wide range of contemporary issues, including urban governance, public service innovation, fiscal decentralization, electoral administration, collaborative tourism governance, cultural heritage policy, and public health governance. Collectively, these contributions demonstrate the diversity of approaches and analytical perspectives needed to respond to increasingly complex public sector problems.

The first article examines the transition of Jakarta's development paradigm from Car-Oriented Development (COD) to Transit-Oriented Development (TOD), emphasizing the role of public management within network governance. Focusing on the Blok M–Sisingamangaraja corridor, the study reveals that TOD governance has not yet been optimally implemented due to gaps in stakeholder awareness, weaknesses in meta-governance and network structuring, and difficulties in establishing common ground among actors.

The second article discusses public service innovation through Kios Pelanduk, a village-based civil administration service developed by the Population and Civil Registration Agency of Kebumen Regency in collaboration with village governments. Using a qualitative approach supported by NVivo-based analysis, the study finds that service users perceive Kios Pelanduk as fast, easy, and reliable.

The third article explores the relevance of asymmetric fiscal decentralization in strengthening non-traditional security in Papua. Despite more than two decades of special autonomy, the study finds that asymmetric fiscal decentralization has not been fully effective in addressing persistent human security challenges.

The fourth article analyzes disputes in the administration of the 2024 General Election involving the Ummat Party, the General Election Commission of the Republic of Indonesia (KPU), and the Election Supervisory Agency (Bawaslu RI). The study highlights the importance of data accuracy, transparency, and effective communication in maintaining electoral integrity and public trust.

The fifth article focuses on the development of Karampuang Island in West Sulawesi as a tourism destination through a pentahelix collaborative governance model. The findings emphasize the need for formal coordination mechanisms, stronger community engagement, and effective digital promotion strategies.

The sixth article examines the symbolic use of language in cultural heritage preservation policies in Surabaya using an Interpretive Policy Analysis approach, demonstrating how policy language reflects values, identity, and evolving governance paradigms.

Jurnal  
**BORNEO ADMINISTRATOR**

---



*Media Pengembangan Paradigma dan Inovasi Sistem Administrasi Negara*

The final article presents a comparative analysis of governance models addressing stunting in Indonesia, Malaysia, and Mexico, highlighting how governance structures shape policy effectiveness in achieving sustainable public health outcomes.

Overall, the articles in this issue provide valuable contributions to the advancement of public administration scholarship and practice. As this issue concludes the publication cycle of 2025, we extend our sincere appreciation to all authors, reviewers, and members of the editorial team for their dedication and scholarly contributions.

Looking ahead, we warmly welcome the year 2026 with renewed hope and optimism. May the coming year bring fresh ideas, stronger collaboration, and innovative research that further strengthens public governance and public service delivery.

Warm Regards,

Editor  
Jurnal Borneo Administrator