CURRENT CONTENT
2025

1. **From Bureaucracy to Expertise: Empowering Knowledge Workers in Public Service (The Case of the Directorate General of Customs and Excise);** Hendra Bagus Setiawan, Reni Rosari; Volume 21, No. 1, 2025.

The Directorate General of Customs and Excise (DGCE) is undergoing a transformative process aligned with bureaucratic reform objectives to achieve world-class status. This transition involves a shift from structural to functional roles, focusing on prioritizing expertise and skills. In this evolving environment, functional officers are increasingly recognized as akin to knowledge workers, highlighting the need for strategic HR approaches to maximize their knowledge as a core asset. This study examines the impact of approaches that enhance knowledge worker productivity (KWP) on functional officers by promoting personal knowledge management (PKM) through idiosyncratic job design reflected in dimensions, such as job definition, job autonomy, innovation as a job requirement, and lifelong learning orientation. Data was gathered from 249 functional officers at the DGCE through Google Forms. The Structural Equation Modeling method, employing a Partial Least Square, was utilized for data analysis. The findings reveal several vital insights: job definition and lifelong learning orientation emerge as significant positive drivers of PKM. While job autonomy exhibits a positive effect, it is not statistically significant. Interestingly, innovation as a job requirement demonstrates a non-significant negative impact. Moreover, the study underscores the significant and positive influence of PKM on KWP. Based on these findings, the study recommends an organizational redefinition of functional officer productivity, providing organizational support to foster an environment conducive to PKM. Additionally, it recommends clarifying the scope of functional officer responsibilities and authorities, alongside optimizing the role of direct supervisors as facilitators, bridging the gap between the organization and functional officers.
Keywords: Bureaucratic Reform; Functional Officer; Idiosyncratic Job Design; Knowledge Management; Productivity.

2. **Training Evaluation Based on the Kirkpatrick Levels 2 and 3 Evaluation Model: A Case Study on Induction Program for Novice Teachers;** Agnes Larasati, Asropi Asropi; Volume 21, No. 1, 2025.

The 2021 Teacher Competency Test results indicate the need to enhance teacher competency. The Novice Teachers Induction Program is designed to address this issue by guiding new teachers in their professional development. This research aims to evaluate the induction program results for Novice Teachers regarding teacher competence development using the Kirkpatrick Levels 2 and 3 training evaluation models. This seeks to determine the impact of the induction program on the development of skills and knowledge and the changes in attitudes and behavior of novice teachers. This research employed a qualitative descriptive

research design, with a case study regarding implementing the induction program for Novice Teachers at at one of the public junior high schools in Jakarta, Indonesia. Data collection was done through interviews, document analysis, and observation. Based on the evaluation results using the Kirkpatrick Levels 2 and 3 evaluation model, it was found that the induction program positively impacted competency development, increased knowledge, improved skills, and changed the attitudes and behavior of Novice Teachers. The supervisors also succeeded in overcoming the challenges faced by Novice Teachers. However, the induction programs for Novice Teachers required more explicit formative assessment instruments. In evaluating the performance of Novice Teachers, they only relied on observations from supervising teachers, school principals, and supervisors. Recommendations were therefore provided to the Directorate General of Teachers and Education Personnel to reform implementation standards and performance assessment instruments within the PIGP.

Keywords: Induction Program for Novice Teachers;Competence;Training Evaluation;Model Kirkpatrick

3. **Improving End-User Satisfaction with Electronic Medical Records (EMR);** Faik Agiwahyuanto, Suyoko Suyoko, Sylvia Anjani, Fitria Wulandari; Volume 21, No. 1, 2025.

In today's interconnected world, it is widely understood that the effectiveness of health information system, a key component of information technology, depends on user satisfaction. In theory, electronic medical records (EMRs) were just a substitute for paper records; nevertheless, they have brought about substantial changes to the working circumstances of nurses and other professionals in the healthcare business. This study introduces a novel approach to improve user satisfaction within Semarang City context, which could potentially be implemented globally. The impact of modern technologywas investigated by applying Aggelidis and Chatzouglou's End User Computing Satisfaction (EUCS) approaches to previous health information system(HIS). As a result, the fundamental model was enhanced by including a new factor known as "technology compatibility." This research aims to develop a perspective that can measure the degree of satisfactionexperienced by end users. Italso investigatesthe influence oftechnical compatibility component, which was recently included. Quantitative correlation was chosen as theapproach for cross-sectional analysis. Approximately 200 participants took part in the study effort. Every single survey question was structured into a five-point Likert scale, which was then reviewed again by specialists from a range of highly specialized fields. The explanatory factor analysis served as the foundation for the final structure of the measuring instrument. PLS-SEM, or partial least structural equation modeling, was used to analyze the data collected by stratified random sampling. As a result, the quality of information, the quality ofsystem, the supportingresources, and the compatibility of technology are all factors that impact user satisfaction. Implementing changes and break throughs in information system would increase overall user satisfaction.

Keywords: User Satisfaction; Health Information System; Technology Compatibility.

4. **Unlocking the Role of Actor Networks and Strategies for Developing Collaborations in Regional Featured MSEs;** Dina Suryawati, Selfi Budi Helpiastuti, Suji Suji, Supranoto Supranoto, Honest Dody Molasy, Alfareza Firdaus, Nurussyamsil Hidayah; Volume 21, No. 1, 2025.

The crisis has raised concerns about behavioral adaptation and resilience changes in micro and small enterprises (MSEs). As a result, MSEs need to get policy support by determining policy strategies oriented towards collaboration schemes. This study explores the actor network of MSEs of regional superior products and determines the right policy strategy to encourage a broader and more sustainable collaboration process. This study contributes to creating collaborative policy strategy directions for SMEs by utilizing actor networks. This research focuses on elaborating the concepts of network governance and collaborative governance. The study employed a descriptive qualitative method through empirical mapping of MSE stakeholder actors using Miro Apps. Data was analyzed using IFAS-EFAS echniques to determine suitable strategies for supporting MSE policies. The results show the dynamics and complexity of the MSE network with its main vital actors: state and non-state actors. Strategic efforts can be realized throughrotation functions to achieve a productive economy by optimizing the potential for adaptive collaboration through MSE policies on superior products by minimizing existing weaknesses.
Keywords: Collaborative Governance;MSEs; Network Governance; Policy.

5. **Public Service Management: An Emerging Research Trend;** Lesmana Rian Andhika; Volume 21, No. 1, 2025.

Public service management is a way to provide better service to users, increase efficiency, and increase knowledge and experience in public service delivery. This research aims to identify the shift of public service management research focus. The systematic review method decreases bias by identifying, evaluating, and synthesizing relevant studies on a particular topic and making significant contributions to answering the research question. This study demonstrates that public service management research does not rely on creating efficiency and effectiveness through applying private sector business and management techniques, particularly in government agencies. In addition, public sector leadership, partnerships and collaboration, digital transformation, public participation and engagement, and public service delivery are all areas that play significant role to the development of service efficiencies and experiences. Public service is a process that involves various actors, from politicians and bureaucrats to citizens and the private sector. Public service management is critical to ensuring services operate efficiently and effectively and provide public value. The management principles allow the government to focus on service quality, equity, and ease of use. Appropriate public service management can contribute practically to the delivery of public service implemented in government institutions. This is possible by considering the fundamental management principles and research findings that contribute to service development in the future.
Keywords: Public Service; Management; Government; Trend Research.

6. **How do Stakeholders Participate in Waste and Water Security Management? Insights from West Java Province, Indonesia;** Ono Taryono, Ely Sufianti, Edah Jubaedah; Volume 21, No. 1, 2025.

In collaborative governance, participation is essential to encourage all stakeholders to participate in decision-making. This paper aims to explore the empirical state of stakeholder participation in waste and water security management. Using the qualitative method, the stakeholders are analysed based on the penta-helix criteria, their roles, and participation during the stages of the projects. Having conducted deep observations, interviews, and document reviews of various sources, the research findings reveal that one stakeholder, the government or public sector, plays a dominant role in waste and water security management. In contrast, the other four stakeholders, such as the business sector, academia, media, voluntary organizations, and the community demonstrate limited participation. This research suggests to emphasize the need for a multi-stakeholder approach by developing an inclusive and participatory governance structure in the form of advisory board, working groups or consultative forums, enhancing the stakeholder capacity through knowledge sharing, workshops, and technical support to strengthen stakeholder's competencies in strategic planning, project management, and evaluation methodologies, and strengthening policy framework that explicitly outlines the roles and responsibilities of each stakeholder.
Keywords: Environmental Governance; Stakeholders; Participation; Penta-helix.

7. **Analysis of Women's Economic Empowerment and Domestic Violence Prevention Policy Implementation based on Gender Transformative (GT) Approach in North Aceh Regency;** Fidhia Aruni, Safrida Safrida, Nila Safrida, Saiful Bahri, Rudi Kurniawan; Volume 21, No. 1, 2025.

Domestic violence remains a serious problem in Indonesia, especially in North Aceh, which has the second highest number of domestic violence cases in Aceh. This research analyzes the North Aceh District Government's economic empowerment policy implementation in tackling domestic violence using the Gender Transformative (GT) approach. Using a phenomenological qualitative method, this research conducted in-depth interviews with various parties, including the Department of Social Affairs, Women's Empowerment and Child Protection, and analysis of related documents. The results showed that despite the existence of Aceh Qanun (Local Law) No. 9 of 2019 and North Aceh Regent Regulation No. 9 of 2022 that regulate women's empowerment and handling of domestic violence, implementation still faces many challenges. The main obstacles are weak inter-agency coordination, lack of community and NGO participation, and limited understanding of the relevant qanuns. More integrated and effective local, meso-macro, and inter-organizational interventions must be strengthened. In conclusion, achieving gender equality and reducing domestic violence through economic empowerment requires a more comprehensive approach. The North Aceh regional government is advised to enhance coordination, increase community and NGO participation, and develop sustainable empowerment programs considering the local context and Islamic values.

Keywords: Policy Implementation; Domestic Violence; Economic Empowerment; Gender Transformative Approach.

8. **Uncovering Jakarta Air Pollution Problem Using Classification Analysis of Public Policy;** Alfareza Firdaus, Said Muhammad Al Khalidi, Reza Fadly Adhitya, Agus Heruanto Hadna; Volume 21, No. 1, 2025.

This research aims to obtain formal problems and policy recommendations related to the air pollution phenomenon in Jakarta. Air pollution is a phenomenon of environmental quality degradation caused by several human activities. In the long run, emission load compounds produced by air pollution have been proven to threaten human survival. This issue needs to be addressed by the government by identifying the root causes and exploring alternative solutions to mitigate and prevent the worst impacts of air pollution. This research uses a qualitative research method of literature study by disseminating research results, reports, and news about air pollution in Jakarta. This research led to the formulation of a formal problem regarding the causes of air pollution in Jakarta, which is attributed to a linear increase in population, coinciding with the development of industries and the growing use of motorized vehicles, resulting in high exhaust emissions. The findings of this research indicate that motorized vehicles are the primary factor contributing to air pollution in Jakarta, as they are the main cause of high levels of air pollution in the city. This was identified using a multi-step process of public policy analysis, from classification analysis to the use of the pros and cons method. To overcome these problems, this research proposes policy recommendations that focus on increasing control over the number of vehicles through effective parking management in public spaces.
Keywords: Classification Analysis; Public Policy Analysis; Air Pollution; DKI Jakarta.

9. **Balanced Scorecard for Integrity Zone Development: A Study at Padang Class I Immigration Office;** Budy Mulyawan, Agung Sulistyo Purnomo, Medyka Pratama Putra; Volume 21, No. 2, 2025.

The performance of public services in Indonesian government institutions is under significant scrutiny, particularly in terms of achieving Integrity Zone standards such as Corruption-Free Areas (WBK) and Clean and Serving Bureaucratic Areas (WBBM). The objective of this study is to identify strategic steps for enhancing the Integrity Zone (Zona Integritas, ZI) at the Padang Class I Checkpoint Immigration Office using the Balanced Scorecard (BSC) approach. This study examines strategic initiatives to enhance the Integrity Zone at the Padang Class I Checkpoint Immigration Office using the Balanced Scorecard (BSC) framework. This research employs a qualitative approach, utilizing interviews, observations, and document analysis. The study identifies critical gaps in service delivery, financial management, and workforce training. Key findings underscore the need for digital infrastructure upgrades, reallocating resources for staff development, and cultivating a culture of accountability. The study demonstrates the BSC's relevance in public sector reforms, providing actionable insights for improving service efficiency and institutional transparency. By integrating digital governance into the BSC framework, this research advances BSC theory by reconceptualizing its causal relationships in the context of integrity-focused

bureaucracies, demonstrating how BSC can resolve 'measurement fragmentation' between compliance and service excellence.

Keywords: Balanced Scorecard; Integrity Zone; Public Service; Immigration; Strategic management

10. **The Power of Tax Knowledge: Key Factors to Boost Tax Compliance;** Agus Santosa, Abdul Rahman, Syarif Fadillah, Sarah Fadilla; Volume 21, No. 2, 2025.

Taxes are the primary source of state revenue in Indonesia today. The government has made various efforts to increase tax revenues. Unfortunately, Indonesia's tax compliance remains low, as evidenced by its relatively low tax ratio compared to other Asian countries. One intrinsic factor influencing tax compliance is tax morale, which is shaped by an individual's understanding of taxation and their perception of the tax system. This study examines whether a person's tax understanding affects their compliance. Using a quantitative approach and focusing on MSME actors in Cianjur Regency, the research reveals a positive and significant relationship between tax understanding and tax compliance. Notably, the study identifies three main factors that influence a person's understanding of taxes: knowledge of the importance of having role models in tax administration, awareness of the significance of transparency in tax management, and understanding of tax systems that are free from corruption. These findings are novel because they highlight the critical role of comprehensive tax education in fostering higher tax morale and compliance levels among MSMEs. This study contributes to the literature by offering insights into how improved understanding of taxation, supported by ethical and transparent practices, can lead to better tax compliance, particularly in the digital era.

Keywords: Tax Ratio; Tax Understanding; Tax Compliance; Role Model; Transparency

11. **Community Empowerment Governance for Ex-Terrorists: Deradicalization Efforts Through Social Capital;** Cahyoko Edi Tando, Vivi Sylviani Biafri, Qisthina Aulia; Volume 21, No. 2, 2025.

Terrorismis an extraordinary crime that has a profoundly negative impact on society, with the Cirebon area having the highest red-zone level in West Java Province. This region is highly vulnerable to the spread of radical ideologies and terrorist activities within the community. Ex-terrorists get difficulty in finding job after imprisonment and face negative stigma from the society. Therefore, community governance through empowerment of ex-terrorists is required. The research employs a qualitative method, collecting data through interviews with six informants. The results of this study indicate that, according to social capital theory, which encompasses three dimensions, the process for ex-terrorist convicts involves soft-power strategies in the form of microeconomic empowerment conducted by the Social Identification (Idensos) Team and the Class 1 Probation Office (Bapas) in Cirebon. This approach is applied because all of them are members of JAD, which has low economic conditions. The second dimension, bridging, involves these former convicts actively participating in community service activities, remaining open, and no longer isolating themselves as part of efforts to eliminate societal stigma. The third dimension, linking, involves collaboration with private companies in the agricultural sector, including mentorship

for agricultural activities. Looking forward, challenges identified include the lack of local regulations in Cirebon aimed at preventing terrorism and post-sentence rehabilitation, as well as the limited presence of counter-terrorism activities in the media. These two challenges could provide useful input for future research.

Keywords: Community Governance; Empowerment; Former Prisoner; Terrorist

12. **Elevating Public Service: A Comprehensive Review of Public Service Motivation;** Muhammad Royhan; Volume 21, No. 2, 2025.

The impact of digital change, public organization reform, and the COVID-19 pandemic has brought many changes in public services worldwide. These conditions demand improvements in public service that exceed expectations. Public service motivation (PSM) is urgently needed for public sector managers to motivate employees with limited government resources. This article reviews the latest PSM literature, analyzing 210 articles selected using the Preferred Reporting Items for Systematic Reviews and Meta-Analyses (PRISMA) protocol. All selected studies are categorized into five research areas: literature reviews, conceptual development, measurement advancements, PSM as an independent variable, and PSM as a dependent variable. The findings indicate that the evolution of PSM research presents opportunities for more focused literature reviews while emphasizing the need for empirical studies across various service sectors to address conceptual overlaps between PSM and related concepts. Furthermore, a multidisciplinary approach in developing antecedent and outcome variables, along with the adoption of more rigorous research designs, is essential for deepening the understanding of PSM. This study outlines a future research agenda and offers practical implications for policy formulation and the enhancement of public service effectiveness.

Keywords: Public Service Motivation; Systematic Review; PRISMA.

13. **The Feasibility of COVI Srondol as a Monitoring and Evaluation Strategy of Post-Competency Development to Accelerate Central Java Corporate University;** Harini Setijowati, Mariman Darto; Volume 21, No. 2, 2025.

The monitoring and evaluation (M&E) of post-competency development (post-comdev) are essential for assessing its benefits and impacts, typically conducted by training organizers. A prior survey found that most health human resources (HR) participants created follow-up plans under their supervisors' guidance and documented their involvement using simple checklists. However, there is no systematic monitoring of post-comdev, nor are there updated procedures in place. To address these issues, COVI Srondol (Collaboration for monitoring and e Valuation of post-competency development, a Strategy supported by Information and Technology, initiated in Srondol) will be designed as an alternative approach. This research explores the feasibility of developing the COVI Srondol strategy as a guideline for post-comdev M&E in accelerating the Central Java Corporate University (Jateng Corpu). Using a mixed-method approach, the authors identified the M&E models applied in 36 health offices, across Central Java and integrated them with qualitative analysis results from selected informants using purposive and snowball sampling

techniques. The findings indicate that, despite a limited understanding of Jateng Corpu among informants, 50% agreed that post-comdev M&E could accelerate its development. While most health HR informants (64%) conducted post-comdev evaluations, these did not fully assess effectiveness or impact. Institutions such as the Regional Civil Service Agency (BKD), the Central Java Regional Human Resources Development Agency (BPSDMD), and the Health Training Center (Bapelkes) perform annual evaluations but lack proper monitoring mechanisms. Thus, the COVI Srondol strategy presents an opportunity to be developed as a comprehensive framework to enhance post-comdev M&E, ultimately supporting Jateng Corpu.

Keywords: Post-Competency Development; Civil service Training, Monitoring and Evaluation; Corpu; Human Resource Management.

14. **Collaborative Governance in Indonesia's Nutritious Food Policy: A Multi-Stakeholder Implementation Model;** Alih Aji Nugroho, Agus Sudrajat, Ilima Fitri Azmi, Fahri Ardiansyah; Retnayu Prasetyanti; Volume 21, No. 2, 2025.

Indonesia continues to face substantial challenges in achieving food security and nutritional adequacy, with nearly 70% of its population unable to afford a healthy diet and childhood stunting rates remaining above 20%. Addressing these complex, interlinked issues requires a coordinated, multisectoral response. This study critically examines the implementation of the National Nutritious Food Policy, focusing on the role of stakeholder collaboration within a proposed model that combines two collaborative perspectives, based on the cluster model and the Ansell & Gash collaborative frameworks. This has made the analysis relevant to both practical and theoretical contexts. By employing a qualitative analysis grounded in a literature review and policy analysis, the research identifies four strategic pillars essential to policy success: governance and policy management, food provision and distribution, inter-organizational collaboration and promotion, and monitoring and evaluation. The study emphasizes the need for an integrated institutional framework that aligns national priorities with local capacities, including the engagement of small and medium enterprises (SMEs), Village-Owned Enterprises (BUMDes), and community organizations. Findings highlight that sustained improvements in food security and public health outcomes depend on solid coordination, infrastructure development, and inclusive stakeholder participation. The study contributes to the growing discourse on collaborative governance in public policy, particularly in the context of national nutrition interventions. It offers practical insights for optimizing multi-actor implementation strategies in Indonesia's food system.

Keywords: Collaborative Governance; Nutritious Food Policy; Program Implementation; Public Policy; Decentralization

15. **Analysis of Public Management in Network Governance for Transit-Oriented Development in Jakarta (Study: Integrated Transportation of Blok M - Sisingamangaraja); Vishnu Juwono, Ferdy Riansyah Putra, Shanen Patricia Angelica, Ilham Pambudi**; Volume 21, No. 3, 2025.

The Provincial Government of DKI Jakarta is transitioning from Car-Oriented Development (COD) to Transit-Oriented Development (TOD), requiring effective public management in network governance to ensure transportation integration. However, challenges such as spatial flexibility, building regulations, incentives, and institutional coordination persist. This study analyzes public management within network governance in TOD areas, focusing on the Blok M-Sisingamangaraja corridor using Mu & de Jong's (2016) framework. Employing a post-positivist qualitative approach, data collection includes in-depth interviews with ten informants and literature reviews. Findings indicate that network governance implementation in TOD management is not entirely optimal, with three key gaps: (1) Awareness of the plurality of perceptions, interests, and objectives, (2) Meta-governance, process management, and network structuring, and (3) Searching for common ground. These challenges hinder effective collaboration between stakeholders, including the government, private sector, and local communities. The study concludes that enhanced public management strategies are needed to strengthen TOD governance in Jakarta, with recommendations including increasing stakeholder awareness, improving public participation, and establishing clear regulatory frameworks to enhance institutional coordination.
Keywords: Transportation; Network Governance; Transit-Oriented Development; public management

16. **Analysing the Quality of Civil Administration Services Using NVivo**; Matheus Gratiano Mali and Dinda Aulia Maulidyah; Volume 21, No. 3, 2025.

Innovation is essential for improving public services and responding to societal demands. The Population and Civil Registration Agency of Kebumen Regency has created an innovative civil administration service (*Pelanduk*) with several service centers (Kios) in several villages, called *Kios Pelanduk. Kios Pelanduk* is a collaboration between the Population and Civil Registration Agency and villages that enhances the service of civil administration in the village. This research aims to assess the quality of service provided by Kios Pelanduk in Jatiluhur and Jatipurus Village. The research method employed is qualitative. Through open-ended questions, qualitative data is processed using the NVivo application. The data visualization results are presented in the Concept Map, Word Cloud, and Word Tree features. The targets of this research are the users of Kios Pelanduk. The results showed that the Kios Pelanduk users mostly believed that the service is fast, easy, and good. This perception interprets the good quality of Kios Pelanduk.
Keywords: Public service; Service quality; Administration; Naïve; Village

17. **The Conflict Dynamics of General Election Commission of Republic of Indonesia and Ummat Party in 2024**; Pravita Mutiara and Ruth Agnesia Sembiring; Volume 21, No. 3, 2025.

This research discusses disputes in the 2024 General Election process involving Ummat Party, the General Election Commission of Republic of Indonesia (KPU), and Election Supervisory Agency of Republic of Indonesia (Bawaslu RI). This research also examines the dynamics of the conflict between the General Election Commission of Republic of Indonesia (KPU) and Ummat Party because of Decree of KPU number 528 of 2022 and the inconsistency of data and information. Ummat Party's dissatisfaction led to fraud in its membership across two provinces. Tensions escalated as Ummat Party openly rejected the decision, only to end when it was declared eligible to contest the 2024 General Election. According to the research results, there was a miscommunication during the selection of political parties, and the dispute intensified due to fraud allegations. Therefore, to understand the reasons and effects of the administration of the 2024 General Election, the dynamics of this disagreement were analysed. This study finds that the fundamental causes of the dispute are data discrepancies, miscommunication, and a perceived lack of transparency during the factual verification. Nevertheless, the General Election Commission of the Republic of Indonesia (KPU) demonstrated its dedication to transparency and objectivity, adhering to electoral principles and existing regulations. This case highlights the vital significance of data accuracy and effective communication in preserving the integrity and public confidence in electoral processes. This qualitative research used interviews and documentation. The data analyses were performed using Conflict Theory, particularly the application of conflict wheel indicators. The informants were representatives of the General Election Commission of Republic of Indonesia (KPU) and the Election Supervisory Agency of the Republic of Indonesia (Bawaslu RI). At the same time, Ummat Party refused to be interviewed.
Keywords: Conflict; the National KPU; Ummat Party; Politics; Democracy; General Election.

18. **Analyzing Collaborative Governance in Tourism Development: A Case Study of Karampuang Island, West Sulawesi**; Muhammad Idris, Yusuf Anwar, Alam Tauhid Syukur, Nur Afifah Mustamin; Volume 21, No. 3, 2025.

Tourism is a strategic sector for regional development; however, the management of flagship destinations in developing regions frequently encounters challenges related to weak stakeholder coordination, limited infrastructure, and insufficient community participation. Karampuang Island in West Sulawesi possesses significant natural and cultural tourism potential, yet its development has not been optimally managed due to low inter-agency synergy and limited stakeholder engagement. This study aims to analyze the implementation of the pentahelix collaborative governance model, comprising government, private sector, academia, community or non-governmental organizations, and media, in the development of Karampuang Island as a tourism destination. A qualitative descriptive approach was employed, using in-depth interviews, field observations, and document analysis. Informants included government officials, tourism-related business actors, academics, community-based tourism managers, and local media representatives. The findings indicate that cross-sector collaboration has contributed to improvements in accessibility and public facilities, as reflected in the construction of Plaza Karampuang and the establishment of twelve micro,

small, and medium enterprise kiosks. Nevertheless, formal coordination mechanisms remain weak due to the absence of inter-agency memorandums of understanding, limiting sustained collaboration. Private sector involvement in promotion and investment is still minimal, while academic contributions are largely confined to community service programs. Community participation has increased through the Tourism Awareness Group, although communication with government actors remains suboptimal. Media actors have actively promoted the destination, yet digital marketing strategies have not been maximized. In conclusion, the pentahelix model has the potential to strengthen tourism governance on Karampuang Island, provided it is supported by formal coordination platforms, community capacity building, and integrated digital marketing strategies to ensure sustainable tourism development and local community welfare.

Keywords: Public management, public policy, decentralization, regional autonomy, and Governance

19. **Symbolic Language Interpretation of Cultural Heritage Preservation Policy of Surabaya City**; Lunariana Lubis, Bintoro Wardiyanto, Erna Setijaningrum; Volume 21, No. 3, 2025.

This study explores the symbolic use of language in Surabaya's cultural heritage preservation policies using the Interpretive Policy Analysis (IPA) approach. It analyzes policy documents and interviews with stakeholders and communities related to Hotel Majapahit, Tugu Pahlawan, and Tanjung Perak Main Harbormaster Building. The findings highlight how language in policy is not merely communicative but symbolic, reflecting community values, beliefs, and emotional ties to heritage. The paradigm shift in policy, from conservative to progressive and localistic approaches, is reflected in the change from "object" to "area", which expands the meaning of cultural heritage from physical aspects to social and environmental contexts. This study contributes theoretically to public policy and practically recommends inclusive language strategies for heritage policy.

Keywords: Cultural Heritage; Cultural Heritage Policy; Language Symbolism; Interpretive Policy Analysis.

20. **The Implementation of Asymmetric Fiscal Decentralization in Developing Non-Traditional Security in Papua**; Hendy Setiawan, Yendra Erison, Choirunnisa; ; Volume 21, No. 3, 2025.

This article aims to discuss the relevance of implementing asymmetric fiscal decentralization in building non-traditional security in Papua. For over two decades, Papua has had a special autonomy status. Under the legal basis of Law Number 21 of 2001 concerning Special Autonomy for Papua, which was followed in 2002 by the asymmetric fiscal decentralization policy of the Central Government, it provides space for Papua to improve and develop non-traditional forms of security that are more dynamic and welfare-oriented. This study uses a qualitative method with a documentary analysis approach. This study utilizes accurate

document data, which is analyzed using existing techniques. The results of the study indicate that the asymmetric fiscal decentralization policy has not been fully implemented in developing non-traditional forms of security (human security). This was identified as an area where numerous human security problems persist, ranging from unfulfilled food needs to a weak social life within society, including poverty and low human development. All of which are markers that such security problems are a nontraditional threat to Papua. Therefore, the state must review the special autonomy policy that can create non-traditional security and is oriented towards the welfare of Papua.

Keywords: Asymmetric Fiscal; Decentralization; Non-traditional Security Politics; Special Autonomy.

21. **Governance Models and Stunting: Comparative Policy Insights from Indonesia, Malaysia, and Mexico**; Septiana Dwiputrianti, Moch. Ubaidillah Balian[2], Rozita Arshad, Vivian Kadelbach, Sait Abdullah; Volume 21, No. 3, 2025.

162 million children worldwide are affected by stunting, which has serious societal repercussions (WHO, 2021). In order to identify institutional drivers of success, this study compares the governance styles used to address stunting in Mexico (hybrid), Malaysia (centralised), and Indonesia (decentralised). Through a qualitative examination of 45 coverage documents (2015–2023) and 72 stakeholder interviews, we find that Malaysia's NPAN uses cross-regional cooperation to reduce stunting by 12%, while Indonesia's bureaucratic fragmentation hinders implementation. The importance of network engagement is emphasized in Mexico's PENSAN application. By showing how adaptive frameworks that are adapted to local capacities improve fitness outcomes, the study advances the idea of collaborative governance. Malaysia is a prime example of a collaborative governance model that involves a few stakeholders and improves its national nutrition strategy. Mexico's comprehensive strategy, which combines health and social regulations, underscores the significance of community engagement in public health initiatives. A comparative analysis of stunting incidence indicates that Indonesia (20.0%) and Malaysia (24.3%) face significant challenges in reducing stunting rates, whereas Mexico (13.9%) has made greater progress in this area. This study gives contribution to the study of public administration by illustrating how centralized (Malaysia), decentralized (Indonesia), and hybrid (Mexico) governance systems influence the effectiveness of health interventions. It provides critical insights for policymakers and practitioners, advocating for inclusive stakeholder participation and the necessity of contextspecific solutions. This study redefines discussions on decentralization in global health governance and fills the gap on cross-national governance analyses in stunting policy. This study indicates that policymakers ought to promote institutional flexibility and participatory design to attain SDG objectives.

Keywords: Stunting; Governance Models; Public Health; Nutrition Interventions; Stakeholder Engagement.

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