



Integration of New Public Governance and Local Wisdom in Public Services at The Sub-District Level: A Case Study of Musi Rawas Regency

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ABSTRACT

This study examines public service governance at the sub-district level in Musi Rawas Regency, focusing on integrating local wisdom and New Public Governance (NPG) principles. The research highlights the importance of collaboration between government agencies, vertical institutions, and the community in improving service efficiency and responsiveness. The research employs a descriptive qualitative approach, utilizing data collection techniques such as Focus Group Discussions (FGD), interviews, documentation, and observation, involving 32 key informants. The findings reveal that the combination of NPG principles with local wisdom can create a governance model that is not only efficient and transparent but also responsive to the values and needs of local communities. This integrated approach indirectly strengthens trust, accountability, and inclusiveness in public services while offering a model that can be applied in other regions facing similar challenges. Stakeholder collaboration strengthens service delivery, although challenges in coordination and budget constraints remain. The sustainability of service innovations relies on technological support and systematic policies. This study recommends utilizing technology and training officials to improve the quality of public services based on local wisdom.

Keyword:

New Public Governance (NPG), Local Wisdom, Public Services, Sub-district, Musi Rawas Regency

INTRODUCTION

Services are essential for all social strata in a nation's life. Service delivery is the essence of the government's function in achieving societal welfare. Under the Government Theory, the government directly manages the service function as the sole authority. However, this paradigm has gradually been abandoned due to the shift toward the Governance paradigm. In governance, the state acts solely as a regulator and administrator. In other words, good

governance is a concept of government that establishes and implements principles of professionalism, democracy, transparency, efficiency, accountability, effectiveness, excellent service delivery, and broad societal acceptance (Bevir, 2012; Chhotray & Stoker, 2008).

When linked to the theory of public administration, good governance reflects how the government operates and fosters interactions among various actors. Public Administration Theory teaches that the state government fundamentally performs regulatory and service functions. The regulatory function is typically associated with the nature of a modern state as a legal state. In contrast, the service function relates to the nature of the state as a welfare state. Both regulatory and service functions cover all aspects of life, public service, and nation-building. Their implementation is entrusted to specific government officials who are functionally responsible for particular fields of these two functions (Herdiansyah, 2018).

In this study, the community in Musi Rawas Regency tends to handle administrative matters outside official working hours, often ignoring procedures and avoiding processes such as queuing. As a result, they incur additional costs, such as entrusting documents to third parties, which prolongs bureaucracy and reduces transparency and accountability in public services. There is also inequality in service access, particularly for rural and economically disadvantaged groups. In this context, the sub-district head (camat) plays a strategic role in understanding local conditions and proposing appropriate policies to higher government levels. To address these issues, local wisdom plays a crucial role in shaping community behavior and governance. Local wisdom encompasses several dimensions, including knowledge, values, skills, resource utilization, decision-making mechanisms, and group solidarity. By integrating local wisdom into public policy, governance can become more efficient, transparent, and inclusive in addressing the challenges in Musi Rawas (Mitchell, 2003).

Public service delivery at the sub-district level is crucial in Indonesia, prompting several studies to examine this topic, particularly the importance of collaboration and adaptability to the socio-cultural context of the community. However, these studies have been mainly conducted in isolation. Maolani (2019) highlights challenges faced by village and sub-district officials, such as budget constraints, low human resource quality, and inadequate facilities. Meanwhile, Afrial (2009) emphasizes the need to improve the quality of public service performance, especially in civil administration, business licensing, and building construction. Adu et al. (2022) present a different perspective by emphasizing the importance of coordination and collaboration among public service actors at the sub-district level, including government departments, agencies, and community organizations. Such coordination and collaboration are essential for expanding the scope of public services. Styo & Sukmana (2022) describe the quality of public services in the Entalsewu Village Government of Buduran Sub-district, Sidoarjo Regency. Additionally, Juniasih & Marpaung (2023) analyze the public service system at the Padang Sidimpuan Batunadua Sub-district Office.

This study aims to address gaps in existing research, which has predominantly focused on applying New Public Governance (NPG) in urban areas. Therefore, this research seeks to provide deeper insights by exploring the mechanisms of NPG implementation in a more specific context. The primary objective is to comprehensively identify key factors influencing the success of public service delivery, particularly in the administrative context at the sub-district level. With this approach, the study is expected to offer new perspectives that are both relevant and beneficial for advancing theories and practices of effective and inclusive local government governance.

The theoretical gap in the discussion of New Public Governance (NPG) lies in the need for a more comprehensive understanding of its applicability at the sub-district level,

particularly in governance, collaboration, and public service innovation. While Osborne (2006) establishes NPG as a framework emphasizing innovation, adaptation, and partnerships, most existing studies focus on macro-level governance and national or city-level implementations (Doe, 2020). There is limited research that examines explicitly how NPG functions at the sub-district level, where governance structures and administrative dynamics differ significantly from higher levels of government. Moreover, while Johnson (2022) discusses citizen participation in decision-making, planning, and evaluation within NPG, there is a gap in understanding how participatory governance operates at the sub-district level, where access to decision-making processes and institutional capacity may be more constrained. Osborne et al. (2014) critique the limitations of New Public Management (NPM) and argue for the superiority of NPG. However, they do not provide a detailed analysis of how sub-district administrators navigate the shift from NPM to NPG in local governance. Furthermore, existing literature highlights the role of collaboration in public service innovation (Adu et al., 2022; Smith, 2021), but there is a lack of studies that explore the specific mechanisms and challenges of inter-organizational collaboration at the sub-district level. While Turner (2015) emphasizes the importance of information literacy (IL) in public administration education, there is little discussion on how IL can be practically integrated into sub-district governance to improve public service delivery. Therefore, this study addresses the theoretical gap by focusing on how NPG principles can be effectively implemented at the sub-district level, examining the challenges and opportunities in fostering collaboration, citizen participation, and public service innovation in a localized governance context.

This study focuses on public service delivery at the sub-district level, based on local wisdom integrated with New Public Governance (NPG). Abubakar (2010) defines local wisdom as policies rooted in philosophy, values, ethics, and traditional institutionalized behaviors aimed at sustainably managing resources (natural, human, and cultural). Sternberg (2004) suggests that a person is considered wise if they can accumulate and integrate the context and values surrounding them, achieving a balanced way of life. It is unlikely for someone to be deemed wise if their attitudes and actions contradict prevailing values. Sibarani concludes that local wisdom is the indigenous knowledge or local genius of a community derived from the noble values of cultural traditions to organize societal life and achieve community progress, both in creating peace and improving societal welfare. Furthermore, Keraf (2010) highlights the scope of local wisdom, encompassing all forms of knowledge, beliefs, understanding, insights, customs, and ethics that guide human behavior within an ecological community. Another perspective on the importance of local wisdom can be found. The principles of local wisdom are relevant in the context of sustainable development and the effective management of local resources. Applying these principles in public service models can enhance the relevance, acceptance, and sustainability of programs or policies at the local level. Local wisdom encompasses a variety of practices, values, and knowledge preserved within local communities across different parts of the world (Tjahjono, 2000).

Several research works have also explored the importance of local wisdom in supporting public services at the sub-district level. Among these studies are those by (Budiana et al., 2020; Imansyah et al., 2017; Karsiman, 2020; Rahmatiani, 2016; B. Saputra et al., 2018; Wiryawan et al., 2018; Zuriah & Sunaryo, 2018). Generally, the research above outlines that local wisdom in each region and for each type of public service is very beneficial in improving the quality of public services. However, there is still a gap in understanding how local wisdom can be effectively integrated into the modern public service system, especially at the sub-district level. Abubakar (2010) defines local wisdom as policies based on philosophies, values, ethics, and behaviors traditionally institutionalized to sustainably manage resources (natural, human, and cultural). Sternberg (2004) asserts that a person is considered wise if they can accumulate and collaborate between the context and values surrounding them and

manifest a balanced way of life. Someone cannot be regarded as wise if their attitudes and actions contradict the prevailing values.

METHODS

This study uses a descriptive qualitative approach to explore complex social phenomena, including governance practices, stakeholder interactions, and the role of local wisdom in public service delivery. This method is appropriate as it allows for an in-depth understanding of how New Public Governance (NPG) principles and local wisdom are integrated into public administration at the sub-district level. Qualitative descriptive research is often used in public administration studies to capture real-world governance processes, policy implementation, and community participation (Creswell & Poth, 2018). Furthermore, this approach enables researchers to gather data from multiple sources, such as interviews, observations, and document analysis, ensuring a comprehensive analysis of governance dynamics. Given that governance and public service delivery involve subjective experiences and perceptions, qualitative research provides a nuanced perspective that quantitative methods may not capture (Patton, 2015). The descriptive aspect of the method allows researchers to present findings in a detailed and systematic manner, highlighting patterns, challenges, and best practices in integrating governance models with cultural values. Additionally, qualitative descriptive research helps policymakers and practitioners understand how theoretical frameworks like NPG function in specific local contexts. It facilitates a grounded analysis of governance practices by emphasizing lived experiences and real-world applications (Merriam & Tisdell, 2016). Since public service governance is deeply embedded in socio-cultural and institutional settings, this method ensures that findings reflect the complexity and uniqueness of the case study area. Thus, a qualitative descriptive approach is essential for capturing the interplay between governance reforms and traditional values, offering practical insights for improving public service delivery.

This research was conducted in three sub-districts (kecamatan) in Musi Rawas Regency, namely Suku Tengah Lakitan (STL) Ulu Terawas Sub-district, Bulang Tengah Suku (BTS) Ulu Sub-district, and Sumber Harta Sub-district, representing different linguistic cultural elements. Additionally, several units of analysis are involved in this study, and 32 participants, including: the Sub-district Government, Village Apparatus, Vertical Agencies such as the Department of Community Empowerment and Village Development (Kadin DPMD), the Military Command (Koramil), the Police Station (Polsek), the Religious Affairs Office (KUA), and the Technical Implementation Unit (UPTD) at the sub-district level, Village Fund Assistants at both the sub-district and village levels, and Local Mass Media. According to Lofland & Lofland (1984), the primary data sources in qualitative research are words and actions, with supplementary data such as documents and others. This section divides the data types into words and actions, written data sources, and photographs. Data can be identified by its type and how it was obtained from the sources. Therefore, data collected from these three sub-districts, including manuscripts, photos, stories, Sub-district maps, and Decrees, will serve as the data for this research (Alfatih, 2021).

The data analysis process in this study follows a descriptive data analysis technique using the interactive model (Miles et al., 2014). This model consists of three main stages: data condensation, data display, and conclusion drawing/verification. Data condensation involves selecting, focusing, simplifying, and transforming the raw data collected from interviews, observations, and documents. In this study, a top-down strategy will be applied, where pre-existing theoretical frameworks of New Public Governance (NPG) and local wisdom guide the categorization and interpretation of data. The ATLAS.ti 23 software will assist in coding and

organizing qualitative data to identify emerging themes and relationships between governance practices and local values.

Following data condensation, the data display phase presents organized information through matrices, charts, and networks to facilitate pattern recognition. This structured representation helps in understanding the integration of governance principles in sub-district public services. Finally, the conclusion drawing and verification stage ensures that interpretations are well-founded by continuously comparing data with theoretical perspectives. The research findings will undergo a validation process to establish credibility and reliability. Data validity will be ensured through triangulation, involving cross-verification between different data sources and research participants (Moleong, 2016). Moreover, participant validation will be conducted to ensure that findings accurately reflect the realities and perceptions of stakeholders involved in governance. By maintaining alignment between the findings, interpretations, and actual conditions, the study enhances the trustworthiness and authenticity of its conclusions.

RESULT AND DISCUSSIONS

Public service governance at the sub-district level is of high importance because the sub-district plays a critical role as the second layer in the government structure, after the village and urban areas. From the research, the researcher found that services based on local wisdom are highly relevant to be integrated with New Public Governance (NPG) principles. In this context, the sub-district government needs to innovate in public service delivery, as emphasized by Stephen P. Osborne. The principles of NPG highlight the importance of networking, transparency, efficiency, and innovation in improving the quality of services to the community.

This study's combination of New Public Governance (NPG) and local wisdom is essential because it integrates modern governance principles with culturally embedded values, ensuring a more effective and socially accepted public service model. Osborne (2010) highlights that NPG emphasizes collaboration, transparency, accountability, flexibility, and innovation, all of which align with traditional local values when adapted correctly. By merging these two approaches, public service delivery at the sub-district level becomes efficient and structured, culturally relevant and inclusive, fostering greater trust and participation from the community.

Several key aspects of NPG and local wisdom integration enhance governance practices. First, collaboration and partnership in NPG align with traditional communal values, encouraging cooperation between the government, community, and other stakeholders. Second, flexibility and adaptation are crucial for addressing the unique needs of diverse local communities, ensuring that public services are responsive to their cultural contexts. Third, risk management is strengthened when combined with indigenous knowledge and problem-solving mechanisms, allowing for better handling of governance challenges. Fourth, transparency and accountability, core principles of NPG, are reinforced when integrated with local ethical values, promoting responsible governance. Lastly, innovation in governance becomes more effective when adapted to local traditions, making service delivery more sustainable and widely accepted. Thus, the combination of NPG and local wisdom ensures that governance is administratively efficient and socially harmonious. This integration allows for a more holistic and adaptive approach to public service management, ensuring that policies and programs align with modern governance demands and traditional community values.

Collaboration and Partnership

Collaboration and partnership in Musi Rawas are crucial. Collaboration between government entities, such as the sub-district head (camat), the police, and the military (TNI), is essential for enhancing the effectiveness of public service delivery. In collaboration, it can be seen as a good model for optimizing resource management and improving the response to community needs. With the involvement of various parties, the process can be accelerated, ensuring that all public service stakeholders are well-integrated. One advantage of this collaboration is the efficiency it creates in administrative processes. When the camat, police, and military cooperate, they can divide tasks and responsibilities according to their respective expertise.

This is also supported by arguments presented by informants during a Focus Group Discussion (FGD), stating that *“The collaborative process between sectors runs smoothly, although there are some obstacles in the field, such as differences in service times, especially when visiting villages, due to each agency's schedule,”* (FGD). By improving coordination and communication between agencies, identifying and addressing existing barriers, and involving the community in the improvement process, it is hoped that the quality of public services will improve and meet the public's expectations for more effective services. The community is also included in the public service process in this collaboration. Public services provided by the sub-district government still align with the culture and habits of the local community. *“The public services provided by the sub-district government still largely adapt to the existing cultural habits in the community,”* (FGD). The collaboration also creates transparency in public services, as the involvement of various agencies makes it easier for the community to access information about procedures and available services.

Agranoff & McGuire (2003) emphasize that collaborative public management enhances service quality by leveraging the expertise and resources of multiple stakeholders. Bryson et al. (2014) argue that public value governance requires strong partnerships between government institutions and local communities to ensure service inclusiveness and adaptability. Moreover, Jatmikowati et al. (2020) also emphasize about cross-stakeholder collaboration, including the involvement of community organizations, can serve as a fundamental key in public service delivery, thereby strengthening public governance based on values aimed at achieving social equity.

Flexibility and Adaptability

Flexibility and adaptation in public services based on NPG in Musi Rawas are crucial aspects in improving the quality of service to the community. In this context, NPG emphasizes enhancing service quality and collaboration among stakeholders to create more responsive services that meet the community's needs. Flexibility in public service is defined as the ability to adjust procedures and service policies to the community's ever-changing needs (Osborne, 2010). *“Due to the distance limitations that the community has to travel, and the poor condition of the roads, we initiated public service activities in the villages,”* (A). In this way, the government can develop new programs that better align with the community's expectations. One approach taken by the government to improve public services is by strengthening the emotional connection between the government and the community.

One of the efforts made is to build an emotional relationship by utilizing local wisdom. This local wisdom serves as a bridge for communication between public service agencies and the community. It also helps make the community feel valued in the service process and involved in the service itself. This, in turn, encourages active participation in the community in government programs, thereby creating effectiveness in the services provided. The social,

economic, and political conditions from the public service perspective can influence the community's public service level. *"The economic conditions at the sub-district level also affect the level of public service, which is reflected in the behavior of the community organizing administration during the market days, where they handle administrative matters while waiting for the public market day,"* (FGD). From this quote, it can be seen that the economic conditions at the sub-district level play an important role in determining the community's behavior in accessing public services.

With the ability to adapt to the needs of the community in Musi Rawas, trust can be built among the people, and they will see that the government is responsive to their needs. Through a combination of personal approaches, local wisdom, and effective socialization, it is hoped that a more responsive and inclusive public service will be created. This approach improves the quality of service and builds a positive relationship between the government and the community, ultimately contributing to social stability and regional development progress. The flexibility and adaptation of public services in Musi Rawas create a service environment that is more responsive to the community's needs, one example being direct service delivery to the villages to address issues within the community. By adopting this collaborative approach, it is hoped that public services will become more effective and efficient, and able to meet the community's expectations in the future.

Several other studies support these research findings. In governance, particularly in public services, attention should not only be given to the quality of government officials but also to the community's contribution (Muzaffarsyah et al., 2023). Additionally, the application of local wisdom as a communication bridge between the government and the community has also proven effective in increasing participation and service quality (Saputra et al., 2023). A study in Ngadisari Village found that the integration of traditional services and administration based on local wisdom can enhance the quality of public services (Rahmawati & Suryadi, 2022).

Risk Management

Risk management in the public service process in Musi Rawas is an important aspect that needs to be considered to ensure the effectiveness and efficiency of service delivery to the community. This risk management involves identifying, assessing, and mitigating risks that arise during the implementation of public services. One way to manage risk in public service is by directly visiting the villages to see firsthand the existing conditions, making it easier to identify risks and develop strategies to resolve these issues.

By implementing risk management, public trust in the government can be maintained. *"I feel happy and always support the service model carried out by the Head of District from 2016 to 2021, who provided services to the village community by going directly to the villages,"* (MAH). In addition to solving existing community issues, direct engagement in the field enables public service providers to mitigate problems. It is hoped that the risk management program will not only provide benefits at that moment but also sustainably in the long term. Therefore, it is important for the government to implement effective communication strategies and utilize local wisdom to minimize these risks while empowering the community to remain independent in accessing public services. The strategy implemented by the government to address these issues is carried out through personal approaches, socialization with local wisdom, and NPG principles. *"By using a Personal Approach and socialization with local wisdom and NPG principles, the community will feel more respected and valued,"* (FGD).

Although the government has managed strategies to address these issues, there are still several obstacles, one of which is the tardiness of civil servants (ASN). *"The obstacles include*

the fact that some ASN still arrive late. There is also a lack of human resources at the district level. All public activities are not accompanied by sufficient funding," (FGD). To address this issue, the government needs to take strategic steps, such as improving ASN time discipline through stricter supervision, conducting training to enhance employee competencies, and securing better budgets to support public service activities. In doing so, these risks can be minimized, and the quality of service to the community can be significantly improved.

Overall, risk management in public service governance in Musi Rawas plays a crucial role in creating a service system that is not only responsive to the needs of the community but also adaptive to the various challenges, whether they are geographic, social, or economic. With a holistic approach, this risk management aims not only to resolve issues reactively but also to prevent them through thorough and integrated planning. This approach is expected to continuously improve the quality of public services for the broader community's welfare.

The findings on risk management in public service governance in Musi Rawas align with previous studies emphasizing the importance of proactive strategies to mitigate risks in public administration. Risk management in public services involves not only addressing immediate challenges but also implementing preventive measures to enhance long-term service quality (Hood, 2011). Studies suggest that direct engagement with the community, as demonstrated by the Musi Rawas government, is an effective risk mitigation strategy, as it fosters trust and facilitates real-time problem identification (Bovaird & Loffler, 2009). Moreover, integrating local wisdom and a personal approach in governance strengthens public participation and increases the sustainability of risk management efforts (Osborne, 2010). However, obstacles such as delays in civil servant attendance and resource limitations remain significant challenges. Previous research indicates that enforcing stricter supervision and training programs for public servants can improve discipline and service delivery efficiency (Christensen & Lægreid, 2011). Additionally, adequate budgeting is crucial to supporting risk management programs, as financial constraints can hinder effective service implementation (Pollitt & Bouckaert, 2017). A comprehensive approach combining governance innovation, community empowerment, and efficient resource allocation can enhance risk management strategies in public services. Thus, the findings from Musi Rawas contribute to the broader discourse on improving public service resilience through adaptive and community-centered risk management.

Transparency and Accountability

Transparency and accountability are two main pillars in the management of public services in Musi Rawas. In this context, transparency refers to the openness of information regarding the processes, policies, and outcomes of public services being carried out. Meanwhile, accountability involves the government's responsibility to the community in carrying out its duties. Transparency in public services in Musi Rawas means that all information related to services is accessible to the public. This is important for building trust within the community, and it allows the public to better understand how the government operates and why certain decisions are made.

The transparency and accountability efforts in Musi Rawas to increase public trust include direct visits to villages. When the government visits villages, the community feels appreciated and supported. *"By the government visiting the villages, the community feels very helped because they can directly convey the issues they face,"* (FGD). The personal approach taken by the government in interacting with the community using local wisdom is a positive step in building trust and participation. By increasing transparency and accountability and encouraging active community participation, it is hoped that the relationship between the

government and the public can be strengthened, thus ensuring that development programs can proceed effectively and sustainably.

A strong commitment to serving the public by directly engaging in the field is a strategic step towards improving the quality of public services in Musi Rawas. Overall, transparency and accountability in the public service process in Musi Rawas are strategic steps towards enhancing the quality of services to the community. By consistently applying the established principles, it is hoped that the relationship between the government and the public will strengthen, and public trust in government institutions will remain well-maintained.

The findings on transparency and accountability in public service governance in Musi Rawas align with existing research emphasizing their crucial role in enhancing public trust and service quality. Transparency ensures that citizens have access to information regarding policies, decisions, and outcomes, fostering government credibility and legitimacy (Meijer, 2013). Similarly, accountability reinforces the government's responsibility in delivering effective services, making officials answerable for their actions and performance (Bovens, 2007). The approach taken in Musi Rawas, where direct visits to villages are implemented, reflects participatory governance strategies that promote open communication and active community involvement (Fung, 2015).

Furthermore, using local wisdom as a medium for engaging with the community strengthens participatory governance, fostering cultural relevance and social cohesion in service delivery (Osborne, 2010). However, challenges such as bureaucratic inefficiencies and resistance to transparency reforms remain obstacles in many local governments (Grimmelikhuijsen et al., 2013). To address these challenges, it is essential to institutionalize transparency and accountability mechanisms through digital governance initiatives, citizen feedback systems, and regulatory enforcement (Heald, 2012). The findings from Musi Rawas contribute to the broader discourse on enhancing public service governance by demonstrating the effectiveness of direct engagement and cultural integration in fostering government accountability and trust.

Innovation

Public service at the sub-district level has unique characteristics because it directly engages with rural communities, most of whom are farmers. *"The innovation implemented by the government is through direct visits to villages, involving government actors such as the Military Command (Koramil), Police Sector (Polsek), Religious Affairs Office (KUA), Technical Service Unit (UPTD), and PKK Empowerment Team,"* (FGD). This collaboration reflects the networking principle in NPG, where public service is not solely the responsibility of one party but involves various actors with different roles. This has the potential to increase both the coverage and quality of services, especially in villages far from government centers.

Through this approach, the government demonstrates flexibility in carrying out its duties. This innovation has led the community to hope that it will continue successfully, as it helps residents in terms of both time and cost. *"The community hopes this innovation will continue, as it helps residents in terms of both time and cost,"* (FGD). However, there are some aspects of this approach that need to be critiqued. For example, while the service schedule announced in advance provides clarity on timing, it also creates the risk of residents being absent if the schedule conflicts with their routines or economic activities, such as working in the fields. Therefore, the schedule should be arranged considering the free time of the majority of residents to ensure that the service is truly effective.

Furthermore, examining how the government integrates this innovation with technology is important. Technology can serve as a key tool to enhance efficiency, transparency, and

accuracy in service delivery. Integrating technology should be a priority to improve the quality of the innovation. From a policy perspective, the government needs to ensure that there is a legal framework supporting this innovation. Without a clear policy framework, this innovation risks becoming unsustainable, especially during leadership changes or shifts in budget allocation priorities. The supporting policies should include long-term planning, resource management, and mechanisms for periodic evaluation.

Next, this innovation should also be considered within the framework of regional competitiveness. By demonstrating that the sub-district is able to provide responsive and efficient services, the region can build a positive image that attracts more investment or empowerment programs from the central government and other stakeholders. From a social perspective, the success of this innovation in saving time and costs for the community shows that the government is beginning to better understand the needs of the public. However, this innovation should also be accompanied by efforts to strengthen the community's capacity for self-reliance, so that dependency on the government can decrease in the long run. The government must ensure that service distribution is fair and equitable.

The findings on public service innovation at the sub-district level align with existing research emphasizing the importance of collaborative governance in rural service delivery. The involvement of multiple stakeholders, including government institutions, law enforcement, and community organizations, reflects the New Public Governance (NPG) approach, which advocates for network-based service provision rather than centralized bureaucratic control (Osborne, 2010). Studies indicate that decentralized and multi-actor governance models can enhance service accessibility and responsiveness, particularly in rural areas where distance and economic constraints are significant barriers (Agranoff, 2012). However, while this direct service model effectively improves accessibility, challenges remain in ensuring its sustainability and inclusivity. Prior research suggests that rigid service schedules may unintentionally exclude certain population groups, particularly those engaged in informal labor such as farming (Bryson et al., 2014). Based on community preferences and economic activities, adaptive scheduling can enhance service uptake and effectiveness. Additionally, integrating digital solutions, such as mobile applications or SMS notifications, could improve transparency, reduce administrative burdens, and expand service coverage in remote areas (Meijer, 2015).

The long-term sustainability of this innovation depends on clear policy frameworks and institutional support. Without formal regulations or budgetary commitments, service innovations risk being discontinued due to leadership changes or shifting policy priorities (Christensen & Lægreid, 2011). Strengthening regulatory frameworks, resource allocation mechanisms, and continuous evaluation strategies will ensure that this initiative remains an integral part of the region's governance model. Moreover, promoting community self-reliance through capacity-building programs will reduce dependency on government interventions and foster a more sustainable public service ecosystem (Bovaird & Löffler, 2009; Wahyuni et al., 2021; Wismanadi et al., 2021). Overall, the innovation implemented in Musi Rawas contributes to the broader discourse on public service reform in rural areas. It highlights the need for a balanced approach that combines direct engagement, technological integration, adaptive scheduling, and long-term policy support to maximize the effectiveness and sustainability of service delivery.

Discussion

The findings of this study highlight the integration of New Public Governance (NPG) principles and local wisdom at the sub-district level as a key factor in fostering responsive,

inclusive, and sustainable public service governance. Osborne (2006) emphasizes the importance of collaboration, networking, and community participation in enhancing service quality, and this study adds a new dimension by demonstrating how local cultural values strengthen government-community relations. However, integrating local wisdom into formal governance remains a challenge, as Gede (2020) points out, with policies often caught in the dualism of traditional and modern systems, leading to potential conflicts that may hinder service effectiveness.

From the NPG perspective, this research underscores the role of multi-actor collaboration, particularly the partnerships between sub-district governments, indigenous communities, and other institutions, in building effective service networks (Smith, 2021). Trust among stakeholders plays a crucial role in ensuring the success of such collaborations. In Musi Rawas, a personalized approach incorporating local language in government socialization efforts has successfully strengthened community trust. Sternberg (2004) highlights the importance of contextual adaptation in fostering social harmony, reinforcing the value of integrating local wisdom into governance. Nonetheless, sustaining local wisdom-based innovations remains a significant challenge. Wiryawan et al. (2018) suggest that technology-driven solutions, such as digitized public service processes, can enhance accessibility and transparency while preserving traditional values. Implementing such technological advancements in Musi Rawas could improve local wisdom-based initiatives' efficiency, measurability, and long-term viability.

A balanced approach is required to integrate NPG principles with local wisdom effectively. While cultural values enhance service legitimacy and community trust, they must also align with modern governance principles, such as transparency, accountability, and technological adaptation, to ensure sustainable public service delivery. This study highlights the critical aspects of governance improvement in Musi Rawas, including collaboration, flexibility, risk management, transparency, and service innovation. The shared responsibility among government entities and local organizations optimizes resource management and responsiveness, though challenges such as scheduling conflicts and resource limitations require better coordination and regulatory support. Ultimately, the study contributes to the broader discourse on rural public service reform by advocating for a governance model that combines participatory engagement, technological innovation, and adaptive policy frameworks to enhance service quality and long-term sustainability.

CONCLUSION

This study reveals that the governance of public services at the sub-district level in Musi Rawas Regency holds significant urgency in supporting the community's diverse needs. Public services based on New Public Governance (NPG) provide a modern framework that emphasizes collaboration, transparency, and efficiency. On the other hand, local wisdom offers a more personal approach, respecting the community's cultural values and encouraging their active participation in the service process. Integrating NPG principles and local wisdom values has proven effective in addressing the challenges of public service in the sub-district.

Collaboration among actors, including the sub-district government, vertical agencies, and the community, plays a central role in improving the efficiency and effectiveness of services. This approach enables better resource management and creates services that are responsive to the community's needs. However, challenges such as inter-agency coordination and budget limitations need to be addressed with effective communication and risk management strategies. Flexibility and service adaptation are crucial elements in overcoming

geographical and infrastructure constraints. Services based on local wisdom, such as personal approaches and the provision of services in villages, have built public trust. This approach strengthens the relationship between the government and the community, which in turn increases citizen satisfaction and active participation in public services.

However, the sustainability of service innovations requires support from both technology and policies. Technology plays a crucial role in improving the efficiency, transparency, and accuracy of services, while supporting policies must include long-term planning and systematic evaluation mechanisms. Without a clear framework, innovation risks becoming unsustainable, especially when faced with policy changes or leadership transitions. Transparency and accountability also serve as key pillars in public service. Openness of information and government accountability to the public create an environment that fosters mutual trust. Active public participation, both in the planning and implementing services, provides significant added value for the effectiveness and inclusiveness of public services at the sub-district level.

Overall, this study demonstrates that the integration of NPG principles with local wisdom can create an innovative, efficient, and responsive public service governance model. In order to achieve this, support from technology, cross-sector collaboration, and a commitment from the government to implement sustainable policies are needed. With this approach, sub-district governments can improve the quality of public services that not only address the pragmatic needs of the community but also respect existing local values. However, this study also has some limitations. First, the scope of the study is limited to a representative sub-district, so the generalization of the results should be made with caution. Second, this study has not explored in-depth the role of technology in supporting the sustainability of service innovations.

Practical recommendations include suggesting that local governments should utilize information technology to document and evaluate public service innovations, thereby improving service efficiency and accuracy. Additionally, ongoing training for sub-district officials should be conducted to strengthen their capacity to implement approaches based on local wisdom and NPG. The theoretical recommendation from this study is that future research should develop a more in-depth governance model with a focus on evaluation mechanisms for the sustainability of technology-based service innovations. Research should also explore the role of transformational leadership in driving the integration of NPG and local wisdom and examine the relevance of this model in regions with different cultural characteristics. With this approach, sub-district governments can improve the quality of public services that not only meet the community's pragmatic needs but also respect the existing local values.

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