

Bureaucratic Reform at Bandung Departement of Culture and Tourism in the New Public Service Perspective

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ABSTRAK

Penelitian ini bertujuan untuk menganalisis penerapan prinsip-prinsip New Public Service pada reformasi birokrasi melalui kebijakan penyederhanaan birokrasi di Dinas Kebudayaan dan Pariwisata Kota Bandung. Penelitian dilakukan dengan metode kualitatif deskriptif. Data dihimpun melalui observasi, wawancara, dan studi dokumen. Hasil penelitian memperlihatkan bahwa Dinas Kebudayaan dan Pariwisata Kota Bandung telah menerapkan prinsip-prinsip New Public Service, seperti: melayani warga negara, bukan pelanggan; mengutamakan kepentingan publik; menghargai nilai kewarganegaraan; berpikir strategis dan bertindak demokratis; akuntabilitas multidimensi; melayani dan memberdayakan, bukan mengarahkan; serta menghargai manusia, bukan produktivitas semata. Penerapan prinsip-prinsip ini terlihat dari program-program seperti layanan data dan wawancara online, Bandung Creative Hub, pendaftaran HKI, kolaborasi dengan stakeholder pariwisata, program legalisasi lingkungan seni, insentif pajak untuk cagar budaya, dan dukungan terhadap komunitas seniman lokal. Penelitian ini menyimpulkan bahwa kebijakan penyederhanaan birokrasi Dinas Kebudayaan dan Pariwisata Kota Bandung telah diimplementasikan dengan mengedepankan nilai-nilai demokrasi, partisipasi publik, dan orientasi melayani warga, sesuai prinsip-prinsip New Public Service.

ABSTRACT

This study purposed to analyze the application of New Public Service principles in bureaucratic reform through bureaucratic simplification policies at the Culture and Tourism Office of Bandung City. The research was conducted using descriptive qualitative methods. The data sources were collected through interviews, observations, and document studies. The results showed that the Department of Culture and Tourism of Bandung City has implemented New Public Service principles, such as: serving citizens, not customers; prioritizing public interests; respecting citizenship values; thinking strategically and acting democratically; multidimensional accountability; serving and empowering, leading; and respecting people, not just productivity. The application of these principles can be seen in programs such as online data and interview services, Bandung Creative Hub, intellectual property registration, collaboration with tourism stakeholders, art environment legalization programs, tax incentives for cultural heritage, and support for local art communities. This study concludes that the bureaucracy simplification policies of the Department of Culture and Tourism of Bandung have been implemented by promoting democratic values, public participation, and community service orientation, in line with the principles of New Public Service.

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INTRODUCTION

Bureaucratic reform refers to a form of commitment made by the Government to achieve the goal of good governance. Bureaucratic Reform is an effort to carry out fundamental reforms and transformations in the system of government administration, especially in institutional (organizational) aspects, administrative procedures (business processes), and human resources of the apparatus (KemenPAN RB, 2009). Bureaucratic Reform aims to modernize and improve the efficiency of the government bureaucracy through institutional restructuring, administrative process innovation, and human resource capacity development of the state apparatus. The implementation of Bureaucratic Reform is expected to produce a government bureaucracy that is accountable, clean, and able to provide quality public services to the community.

At the Plenary Session of the People's Consultative Assembly of the Republic of Indonesia on October 20, 2019, the President of the Republic of Indonesia conveyed the direction that is essential to reform the bureaucracy by simplifying the structure to only two levels. In addition, positions will be replaced or moved to functional positions that focus more on specific expertise and skills. The aim of this bureaucratic reform is to create a more responsive, dynamic, and professional bureaucratic system in order to improve effectiveness and efficiency in providing government services to the public. This step is also accompanied by efforts to improve the competence of State Civil Servants (Aida, 2019). Bureaucratic simplification in Indonesia has emerged as a crucial strategy to strengthen the foundation of efficient and responsive government, one of which is to realize good governance (Eldo & Mutiarin, 2018). The President gave directions indicating the need to take concrete follow-up by changing administrative positions, namely Administrators (Echelon III), Supervisors (Echelon IV), and Executors (Echelon V). For structural officials of Echelon III, IV, and V affected by the change, they will be transferred to functional officials in accordance with the fields and duties of their functional positions, taking into account the level of position, class of position, and income. To ensure the principle of legal certainty as mandated in Article 28D paragraph (2) of the 1945 Constitution, which reads "Everyone has the right to work and receive fair and appropriate compensation and treatment in labor relations". (Indonesia). To ensure a stable socio-political atmosphere and avoid potential unrest in the regions, the transformation of Administrator Officials (Echelon III) and Supervisory Officials (Echelon IV) responsible for Licensing, Investment, and Public Services into Certain Functional Positions needs to be carried out without reducing the income that has been received by these officials. This step is taken to continue to encourage the enthusiasm and productivity of Civil Servants, so that they continue to actively contribute in achieving the National Vision and Mission carried out by the President of the Republic of Indonesia and the 2019-2024 Advanced Indonesia Cabinet.

Following up on the President's directive, the Minister of State Apparatus Empowerment and Bureaucratic Reform (MenPAN-RB) issued a regulation that supports bureaucratic simplification in the Indonesian Government system, namely the Minister of State Apparatus Empowerment and Bureaucratic Reform Regulation Number 25 of 2021 concerning Simplification of Organizational Structures in Government Agencies for Bureaucratic Simplification which regulates the criteria, mechanisms, evaluation, and recommendations for simplifying organizational structures in government agencies (KemenPAN RB, 2021). The purpose of bureaucratic reform is to make systematic adjustments to public sector organizations to make them more agile and responsive to the dynamics of the current political situation (Wicaksono, 2018).

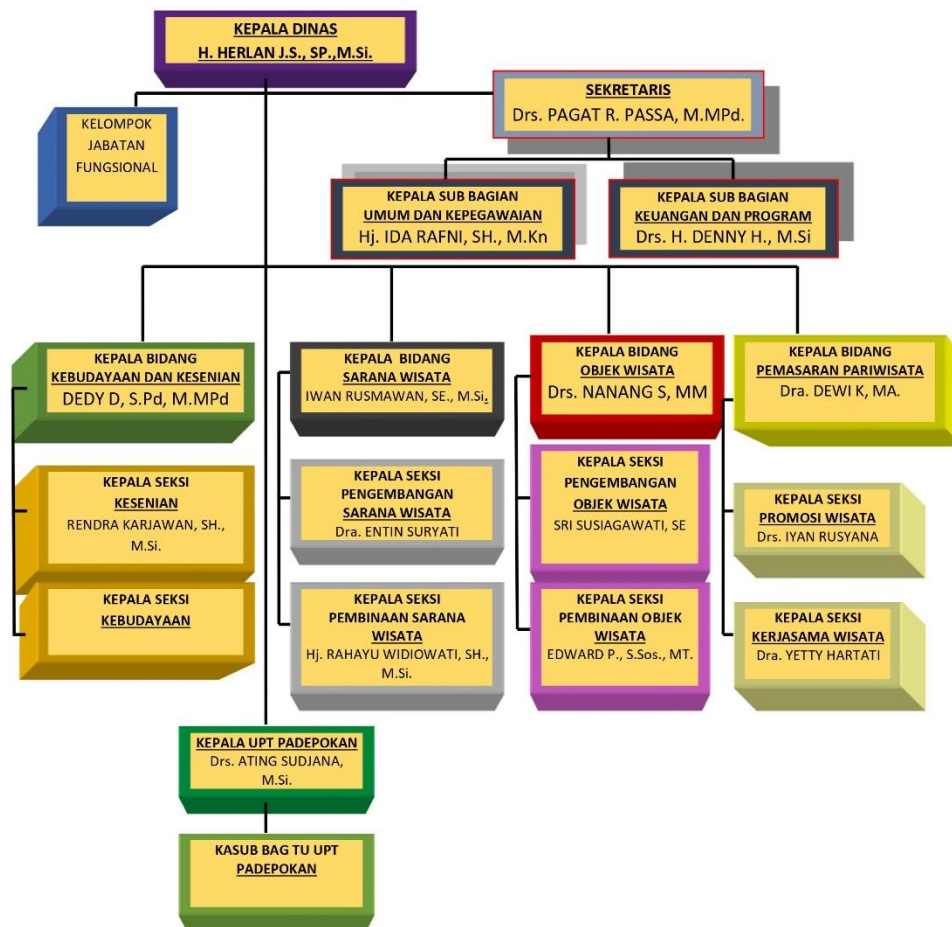
Local governments have a crucial role in the implementation of bureaucratic reforms based on Law Number 32 of 2014 concerning Regional Government (Indonesia, 2014). With this law, local

governments have the ability to optimize the performance of the State Civil Apparatus (ASN) to produce more efficient, transparent and accountable public services. Facing rapidly changing economic, social, and political conditions, the Regional Government as a public entity with authority in the regions faces strategic challenges to become more responsive to the needs of the community. Improving service quality, productivity and efficiency are the focus of efforts to achieve strategic goals, while government management controls are considered insufficient to address some of these aspects. Therefore, additional efforts are needed to encourage the Government as a public entity to improve its performance productively, effectively and efficiently.

As a response to the demands of bureaucratic reform and by considering the dynamics of local conditions, the Bandung City Government took concrete steps by issuing Local Regulation Number 03 of 2021 (Bandung, 2021). This regulation carries amendments to the previous local regulation, Number 08 of 2019, which discusses the formation and composition of regional apparatus in Bandung City. Through these changes, the Local Government seeks to adjust the bureaucratic structure to the latest needs and developments, including improving the quality of public services. The changes include aspects of ASN management, increased efficiency, and adjustments to the duties and functions of each regional apparatus in accordance with national and local policy developments. Thus, the Bandung City Government is committed to continuing to innovate in the bureaucratic management system to achieve strategic goals, in line with the spirit of bureaucratic reform mandated by Law Number 32 of 2014.

The Bandung City Culture and Tourism Office as an integral part of the changes in the bureaucratic structure has also become a focus of improvement in the Bureaucratic Reform efforts. The Bandung City Government recognizes the important role of the culture and tourism sector in the development of the city, both in terms of economy and local identity. Through Mayor Regulation (Perwali) of Bandung City Number 65 of 2022 (Bandung, 2022), which establishes the position, organizational structure, duties, functions, and work procedures of the Bandung City Culture and Tourism Office, concrete steps are taken to ensure the effective implementation of the department's functions and responsibilities. The Perwali reflects the commitment of the local government to provide maximum support for the development of culture and tourism in Bandung City. In this context, the Culture and Tourism Office is mandated to not only carry out administrative functions, but also play an active role in designing and implementing policies that support the growth of the culture and tourism sector. With an emphasis on service quality, transparency, and accountability, it is expected that the Bandung City Culture and Tourism Office can become a driving force for the development of this sector, have a positive impact on the community and local economy, and increase the city's competitiveness on a national and international scale.

Figure 1.
Organizational Structure of the Culture and Tourism Office of Bandung City before
bureaucratic reforms

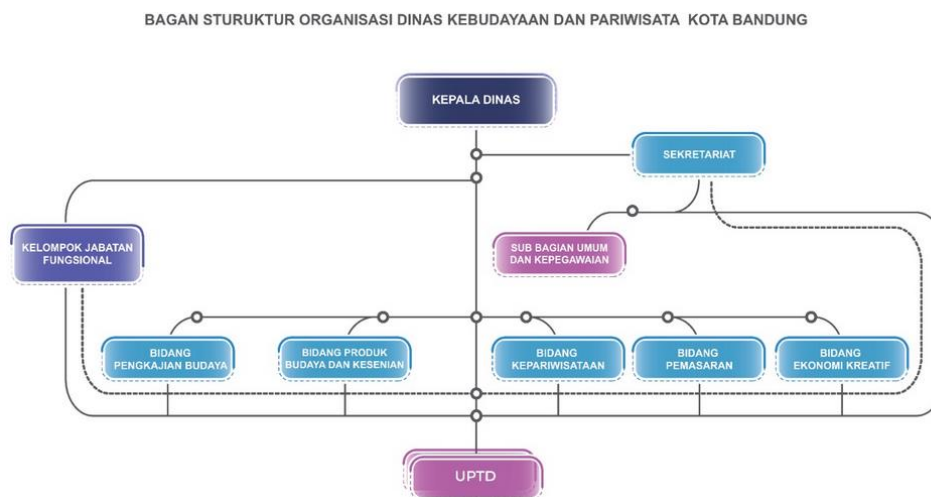


Source: (Pemda Kota Bandung, 2007)

In the organizational structure of the Culture and Tourism Office of Bandung City according to the Bandung City Regional Regulation Number 13 of 2007 concerning the Establishment and Organizational Structure of Bandung City Regional Offices shown in Figure 1, leadership and responsibilities are clearly divided. As the highest position, the Head of Department is fully responsible for the management and development of culture and tourism in Bandung City. Supporting the Head of Department's duties, the Secretary of the Department plays a key role in taking care of administrative, personnel, financial, and equipment aspects. The Secretary of the Department is managed in two subsections, namely the Program and Finance Subdivision and the General and Personnel Subdivision. In the context of culture and arts management, the Head of Culture and Arts focuses his attention on preserving, developing, empowering, and improving the quality of culture. This position is divided into two Sections, namely the Arts Section and the Culture Section, each of which has specific responsibilities according to their fields. Meanwhile, the Head of Tourism Facilities focuses on the facilities and quality of tourism in Bandung. This position is divided into two sections, namely the Tourism Facilities Development Section and the Tourism Facilities Development Section, each of which has specific responsibilities according to their fields. The Head of Tourism Objects Division has a strategic role in managing, developing, and fostering tourism objects in Bandung City. This position is

divided into two sections, namely the Tourism Object Development Section and the Tourism Object Development Section. Then is the head of the Tourism Marketing Division which has the role of managing marketing, promotion, and tourism cooperation in the city of Bandung. This position is divided into two sections, namely the Tourism Promotion Section and the Tourism Cooperation Section. Finally, there is UPT Padepokan which oversees one sub-section of TU UPT Padepokan.

Figure 2.
Organizational Structure of the Bandung City Culture and Tourism Office after Bureaucratic Reforms



Source: (Disbudpar, 2023)

As shown in Figure 2. The Head of Department in Bandung City has the highest responsibility in managing and developing culture and tourism in the region. The Secretariat acts as a support unit for the Head of Service, handling administrative, personnel, financial, and equipment affairs. Within the Secretariat, there is a General and Personnel Subdivision that focuses on administration and human resources. The Functional Position Group as another unit is directly responsible to the Head of Service. Then, the division of fields is divided into four fields with specific tasks and functions according to the needs of culture and tourism. The Cultural Studies Division conducts research, analysis, and evaluation of local and national culture. The Cultural and Arts Product Division develops, produces, and distributes quality cultural and artistic products. The Tourism Division focuses on fostering, supervising, and facilitating tourism businesses, as well as developing tourism potential in Bandung. The Marketing Division is responsible for promotion and cooperation in tourism objects in Bandung. The Creative Economy Division is responsible for the development of creative industries based on culture and tourism, with the aim of improving community welfare. In addition, there are Regional Technical Implementation Units (UPTD) which are under the coordination and supervision of the Head of Service. UPTD has duties and functions that are in accordance with the fields of activity determined by the Head of Service. With this structure, the Bandung City Culture and Tourism Office plays an active role in the management and development of cultural and tourism potential in the region. And the Bandung City Culture and Tourism Office cut the Head of Section who was previously responsible to the Head of Division, now changed to a functional position that is directly responsible to the Head of Service.

Bandung's achievements in culture and tourism have shown its existence on an international

scale. As evidence of global recognition, in 2007, Bandung was recognized as one of the Most Creative Cities in East Asia at the Creative Cities International Meeting in Yokohama (Yokohama Art Foundation, 2009). Not only that, this achievement was further strengthened by an award from the British Council in the same year, which named Bandung as the pilot project for the Most Creative City in East Asia (Colson, 2007). Furthermore, in December 2011, Singapore's Channel News Asia further recognized Bandung by naming it the Most Creative City in Asia. This momentum of success continued, and in 2018, Bandung City won two prestigious awards in the "Yokatta Wonderful Indonesia Tourism Award 2018" from the Ministry of Tourism of the Republic of Indonesia. The city won the Best Regency/City category in West Java Province for its performance in innovation and commitment to building regional tourism.

Table 1.
list of top 10 cities nationwide in Yokatta Wonderful Indonesia Tourism Award 2018

Ranking	City	Value
1	Surabaya	9.5
2	Denpasar	9.3
3	Bandung	9.1
4	Semarang	8.9
5	Batam	8.7
6	Yogyakarta	8.6
7	Padang	8.4
8	Makassar	8.3
9	Balikpapan	8.2
10	Palembang	8.1

Sumber: (Pemerintah Kota Bandung, 2018)

According to table 1. It is mentioned that Bandung City is also recognized as one of the 10 Best Cities at the National Level which is in position 3 below Denpasar and Surabaya. The success of Bandung is not only limited to the national level, but also reached the international level. In 2018, Bandung won the "Asean Clean Tourist City" award at the 2018 Asean Tourism Award (ASANTA) in Chiang Mai, Thailand. This award reflects Bandung's commitment in maintaining the cleanliness and quality of the tourist environment, thus increasing its attractiveness as a sustainable tourist destination. With this series of achievements, Bandung continues to prove itself as a classy center of culture and tourism, providing a positive impact on its community and enhancing the city's image at the global level.

In carrying out its role as a driving force for the development of the culture and tourism sector, the Bandung City Culture and Tourism Office has also shown significant achievements in public services. One of the concrete manifestations of their commitment to innovation is through the development of facilities to support community creativity and innovation in the culture and tourism sector. Various service innovations, such as Rumah Kreatif, Rumah Musik, and Rumah Baca, are concrete evidence of the agency's efforts in creating an environment that supports the development of local potential. Rumah Kreatif provides a platform for local artists and creatives to express and collaborate, while Rumah Musik is a center for talent development in the field of music. In addition, Rumah Baca enriches community literacy and supports the development of a literacy culture in Bandung. These innovations not only provide direct benefits to the community, but also strengthen Bandung's position as a progressive center of cultural and tourism activities. The Bandung City Culture and Tourism Office with these measures not only creates a positive impact for visitors and locals, but also enhances the city's image as a

destination oriented towards innovation and local resource development. By continuing to implement public service innovations that support community creation, Bandung City maintains its reputation as a dynamic and competitive city in the field of culture and tourism.

Picture 3.
Vision, Mission, and Goals of the Bandung City Culture and Tourism Office

VISI	MISI	TUJUAN
Terwujudnya Kota Bandung yang Unggul, Nyaman, Sejahtera dan Agamis	Membangun perekonomian yang mandiri, kokoh dan berkeadilan	Terciptanya pertumbuhan ekonomi yang maju, berkelanjutan dan berkeadilan

Source: (Dinas Kebudayaan dan Pariwisata Kota Bandung, 2018)

As one of the regional apparatus in the City of Bandung, as stipulated in Regional Regulation No. 8/2016, the Bandung City Culture and Tourism Office, as the organizer of cultural and tourism affairs, serves as an instrument to achieve the second mission of the City of Bandung's vision, which is Building an independent, strong, and equitable economy, as illustrated in Figure 3. However, this does not imply that the Bandung City Culture and Tourism Office solely carries out this mission but also performs functions that support the attainment of strategic goals as stated in the logic model of the 2018-2023 RPJMD and Renstra. The objectives to be achieved are the elaboration of the implementation of the predetermined mission, namely the creation of advanced, sustainable, and equitable economic growth, aligned with the vision of an Excellent, Comfortable, Prosperous, and Religious Bandung City.

The mission of the Bandung City Culture and Tourism Office to build an independent, strong, and equitable economy aligns with the principles of the New Public Service (NPS) theory. NPS theory emphasizes the importance of public service-oriented government and community empowerment (Denhardt & Denhardt, 2015). By fostering an independent and strong economy, the Bandung City Culture and Tourism Office contributes to the empowerment of the community to develop local economic potential in a sustainable manner. The focus on justice in the mission reflects one of the core values of the NPS, which emphasizes that government must consider the interests and rights of all citizens (Denhardt & Denhardt, 2015). Consequently, efforts to build an equitable economy ensure that the benefits of economic development are distributed evenly across all levels of society.

The Bandung City Culture and Tourism Office also, through public service innovations such as Rumah Kreatif, Rumah Musik, and Rumah Baca, effectively reflects the application of the New Public Service (NPS) concept. This concept emphasizes the transformation of the role of government in providing services to the community, with the main focus on responsiveness, participation, and orientation towards the values of justice and innovation. By opening up opportunities for the community to be actively involved in cultural and tourism activities, the Bandung City Culture and Tourism Office translates the NPS concept into real action. Rumah Kreatif, for example, is not only a platform for local artists, but also a channel for community participation in the creative process and local cultural development. Thus, the direct involvement of the community in the decision-making process related to culture and tourism in Bandung City creates a more democratic relationship, in accordance with the principles of New

Public Service which emphasizes the empowerment and active participation of citizens in the management of public affairs.

Based on the information above, it confirms that bureaucratic reform in the Culture and Tourism Office of Bandung City, in the perspective of New Public Service (NPS), has a significant positive impact in improving the quality of public services and modernizing the government system. The concrete steps taken by the Bandung City Local Government, including through Local Regulation Number 03 of 2021, as well as the innovative measures of the Culture and Tourism Office, such as the establishment of Rumah Kreatif, Rumah Musik, and Rumah Baca, reflect a commitment to creating a responsive, participatory, and innovation-oriented bureaucracy.

Consequently, this research aims to explore and further analyze the bureaucratic reform process at the Bandung City Culture and Tourism Office by utilizing the New Public Service perspective. By combining aspects of bureaucratic reform and the concept of NPS, this research is expected to make a significant contribution to the understanding and development of public service practices that are more modern, effective, and responsive to the dynamics of community needs in Bandung City. Thus, the title of this research is "Bureaucratic Reform at Bandung Departement of Culture and Tourism in the New Public Service Perspective".

Literature Review

Bureaucratic reform is a process of change that is carried out in a planned, structured, and measurable manner to achieve certain goals, namely improving the quality of public services, improving public welfare, and increasing public trust in the government (KemenPAN-RB, 2018). Bureaucratic reform is a process of change that is carried out in a planned, structured, and measurable manner to achieve certain goals, namely improving the quality of public services, improving public welfare, and increasing public trust in government. In the context of public services, bureaucratic reform aims to simplify administrative processes, improve efficiency, and create a bureaucratic environment that is more responsive to community needs. These reform measures include increasing transparency, accountability, as well as implementing innovations in providing services that are faster, more effective, and in line with public expectations. Thus, bureaucratic reform is not only an instrument to improve internal government functions, but also a real effort to improve the quality of public services that penetrate directly into people's lives. Public service is one of the important aspects of social life. Public services are related to how governments and public organizations can provide quality, effective and efficient services to citizens. However, public services also face various challenges and changes, both from within and from outside. Therefore, new thinking and approaches in public administration and policy are needed that can adapt to the dynamic conditions and needs of society. Janet V. Denhardt & Robert B. Denhardt explains in their book entitled *The New Public Service: Serving, Not Steering* that research on new public services has developed since the end of the 20th century, in response to criticism of the new public management paradigm which is considered to overemphasize market values, efficiency, and entrepreneurship. This research attempts to restore the values of democracy, citizenship and service in public service. It also attempts to integrate the rational, normative and emotional aspects of public service. There are 7 principles in New Public Service, the principles include:

1. *Serve Citizens, Not Customers.*
2. *Seek the Public Interest.*
3. *Value Citizenship over Entrepreneurship.*
4. *Think Strategically, Act Democratically.*
5. *Recognize that Accountability Isn't Simple.*
6. *Serve Rather Than Steer.*
7. *Value People, Not Just Productivity.* (Denhardt & Denhardt, 2015).

The article entitled *Public Value Governance: Moving Beyond Traditional Public Administration and the New Public Management* (Bryson, Crosby, & Bloomberg, 2014) proposes the public value approach as a new theory and practice of public administration and public policy. This approach aims to go beyond traditional public administration and New Public Management, which are considered unsuited to the challenges and needs of an increasingly complex, dynamic, and pluralist society. It emphasizes the importance of democratic values, citizenship, and service in creating public value, as well as the importance of collaboration between governments, public organizations, citizens, businesses, and non-profit organizations in solving public problems. This article makes an innovative and challenging contribution to the theory and practice of public administration and public policy in the era of new public governance. This article integrates and extends the concept and practice of new public service by drawing on the theory of public value developed by Moore (1995) in *Creating Public Value: Strategic Management in Government*. It offers an analytic and normative framework for evaluating public value, as well as an agenda for research and action that should be pursued if the public value approach is to fulfill its promise.

Paul Light 1999 published a book entitled *The New Public Service* (Light, 1999) which is the result of his research. It criticizes the New Public Management (NPM) paradigm that adopts business management principles and techniques into the public sector and proposes an alternative paradigm, the New Public Service (NPS), which focuses on service rather than direction. This research builds on the results of a survey of graduates of graduate programs in public policy and administration in the United States, which showed that the public sector needs to reform its recruitment, performance appraisal, and career development systems, to attract and motivate a new generation of more service-oriented public servants. The research also offers policy options for the government to revitalize the public sector and improve the quality of public services. This research has received much response and appreciation from academics and public administration practitioners and has inspired much follow-up research and practice related to the NPS paradigm.

The government reinvention movement is a reform movement popularized by Osborne and Gaebler in their book *Reinventing Government*. It promotes ten principles that can help "public entrepreneurs" to improve government performance and efficiency. These principles include catalytic government, community-owned government, competitive government, mission-driven government, results-oriented government, customer-driven government, enterprising government, anticipatory government, decentralized government, and market-oriented government. These principles are based on the market model, which assumes that governments should be competitive, results-oriented, and customer-serving. DeLeon and Denhardt (DeLeon & Denhardt, 2000) are one of the

In Figure 3, it can be seen that the results obtained are the result of the collaboration of two applications, namely Publish or Perish as an article search tool and Vos Viewer as a data processing tool. This analysis is based on the use of the keyword "Bureaucracy" in searching for articles through the Publish or Perish application on Google Scholar, with a period of 2013 to 2023. A total of 200 articles relevant to these keywords were generated. Furthermore, the collected data was processed using the Vos Viewer application, which resulted in 249 items. The results were then grouped into 15 clusters with a total of 2903 network lines. In Figure 2, "Bureaucracy" is seen as the center of the entire network, and in one of the clusters on the left there is one small item, "New Public Service". This finding indicates that research on "New Public Service" is still minimal, suggesting that the concept has a high degree of novelty. This analysis suggests that there is limited attention to "New Public Service" in the literature, reflecting the high level of novelty in this study. These results can serve as a basis for further research in exploring and developing an understanding of the concept of "New Public Service" in a broader context.

RESEARCH METHODS

In this study, researchers used qualitative research methods. This method was chosen so that researchers could understand the phenomenon under study thoroughly and descriptively. According to Creswell, qualitative research is a method for exploring and understanding the meaning ascribed to social or humanitarian problems by several individuals or groups (Creswell & Clark, 2018).

This research also uses a descriptive approach. This approach is a method of collecting data, and then compiling and analyzing it to get a picture of the problem at hand when the research takes place. As stated by Hadari Nawawi, this descriptive method is defined as a procedure for solving the problem being investigated by gradually describing the facts in the aspects under study and their conditions. This method focuses on actual problems in the research conducted. As an effort to solve the problem by comparing the similarities and differences in the symptoms found (Nawawi, 2001).

This research uses a descriptive qualitative approach that focuses on problems based on field data to understand the characteristics that occur. Data collection was conducted through interviews, observations, and documentation studies related to the research topic. The sampling technique used purposive sampling, where respondents were selected specifically because they were considered to have relevant information and experience on the issue of simplifying the bureaucracy in the field of culture and tourism. Respondents included the Head of the Office, the Head of the General and Personnel Subdivision, and several functional employees in the Office. Data were collected using the principles of the New Public Service model.

Based on this explanation, the researcher concludes that the New Public Service Model is a concept in bureaucratic reform by criticizing the previous paradigm, namely New Public Management (NPM), which adopts private business principles and considers citizens as customers, who must be served with efficiency, effectiveness, and quality. So with this definition, the researcher's view of the New Public Service model is a bureaucratic reform approach that is relevant to the dimensions, namely, Serving Citizens, not customers; Prioritizing the Public Interest; Citizenship is more valuable than Entrepreneurship; Thinking Strategically, Acting Democratically; Knowing that Accountability is Not Simple; Serving Rather than Directing; and Valuing People, Not Just Productivity.

The data analysis process in this research consists of three steps, namely data reduction, presenting data, and drawing conclusions (Miles, Huberman, & Saldana, 2014). Data reduction

is a process of selecting, focusing, and simplifying raw data derived from field notes. Data presentation is the activity of presenting a series of information in the form of text narratives assisted by metrics, graphs, networks, tables, and charts to clarify the researcher's understanding of the information obtained. Concluding is an effort to find meaning, patterns, explanations, configurations, causal flows, and propositions. Concluding is done carefully by re-verifying field notes so that the existing data is tested for validity.

RESULTS AND DISCUSSIONS

The Bandung Department of Culture and Tourism has undergone changes to its organizational structure as a result of the implementation of Mayor Regulation (Perwali) of Bandung City Number 65 of 2022. These changes include the position, organizational structure, duties, functions, and work procedures of the Bandung City Culture and Tourism Office. Consequently, the bureaucratic flow of various programs within the agency automatically changed to adapt to the new rules. This research aims to prove that the new bureaucratic flow of the Bandung City Culture and Tourism Office is effective from the perspective of the principles of New Public Service. The researcher applied the principles of New Public Service to the programs in the Culture and Tourism Office of Bandung City with the assumption that these programs reflect the bureaucratic flow in the agency. Through this rationalization, this research intends to provide a deeper understanding of the performance and effectiveness of bureaucratic reform in the Bandung City Culture and Tourism Office.

1. Serve Citizens, Not Customers

This principle emphasizes that citizens are not just customers who buy government services, but hold rights and obligations as part of the political community. Therefore, public services should respect the values, needs, and preferences of citizens, and promote dialogue and consultation (Denhardt & Denhardt, 2015).

In the context of the Bandung City Culture and Tourism Office (Disbudpar), there is one program that supports the Serve Citizens, Not Customers principle, namely the Data Request or Interview Program related to Culture, Tourism, and Creative Economy of Bandung City. This program is carried out through the official website of Disbudpar Bandung City (<https://disbudpar.bandung.go.id>) with management from Disbudpar online. With this program, the data service process becomes faster and more efficient. The Data or Interview Request Program serves all people without exception who need data or interviews related to cultural, tourism and creative economy information in Bandung. Disbudpar of Bandung City considers that people who need data are the rights holders of the data. Meanwhile, Disbudpar itself acts as an obligation holder to provide the data needed by the community.

Through this program, the values, needs and preferences of citizens are highly valued. Disbudpar seeks to understand and accommodate the diversity of community values and needs. The program is designed to embrace the diverse perspectives and desires of the community regarding various aspects of culture, tourism and the creative economy in Bandung City. The data request or interview approach demonstrates Disbudpar's commitment to directly involve the community in the decision-making process regarding programs. With the involvement of the community through dialogue and consultation in the interviews conducted, it is expected that the policies taken are in accordance with the needs and aspirations of the community.

Based on the explanation above, it can be concluded that the Bandung City Culture and Tourism Office (Disbudpar) has implemented the Serve Citizens, Not Customers principle from the New

Public Service. This can be seen from the Data Request or Interview program that serves the entire community without exception and considers the community as the holder of rights & obligations for the data needed. Disbudpar seeks to understand and accommodate the diversity of community values and needs through this program. Disbudpar is also committed to involving the community directly in the decision-making process related to the program through dialogue and consultation. Thus, it can be concluded that the Bandung City Disbudpar has implemented the principle of serving citizens, not customers, which is the core of the New Public Service.

2. Seek the Public Interest

This principle suggests that public services should be based on a shared understanding of what is good for society as a whole, not just for certain groups or individuals. To achieve this, the government and bureaucracy should act as facilitators, mediators, and advocates for the public interest, and involve various stakeholders in the decision-making process (Denhardt & Denhardt, 2015).

The Seek the Public Interest principle emphasizes that public services should be directed towards what is best for society as a whole. This is applied by the Bandung City Disbudpar through the Bandung Creative Hub program which aims to develop the creative economy ecosystem in Bandung City. Disbudpar acts as a facilitator by providing co-working space, training, mentoring, and access to funding for creative industry players. Disbudpar also acts as a mediator by facilitating collaboration between industry players, academics, communities, and government. The goal is to create jobs and increase the competitiveness of the creative economy that benefits the wider community. Disbudpar also advocates the potential of Bandung's creative economy to investors to attract funding for startups and also facilitates access for creative industry players to various promotional events both domestically and internationally. Thus, through the Bandung Creative Hub program, Disbudpar applies the Seek the Public Interest principle by focusing on long-term benefits for the people of Bandung as a whole.

It can be concluded that the Bandung City Culture and Tourism Office (Disbudpar) has implemented the Seek the Public Interest principle of the New Public Service concept through the Bandung Creative Hub (BCH) program. This can be seen from how Disbudpar seeks to develop the creative economy ecosystem in Bandung through the program by focusing on long-term benefits for all Bandung people, not just for the benefit of certain groups. Disbudpar acts as a facilitator, mediator, and public interest advocate by facilitating collaboration between stakeholders, bridging the needs of the creative industry with government policies, and promoting the creative economic potential of Bandung. Thus, through the Bandung Creative Hub program, Disbudpar of Bandung City has applied the principle of prioritizing the public interest (Seek the Public Interest) according to the values of the New Public Service.

3. Value Citizenship over Entrepreneurship

This principle illustrates that public services should encourage citizens to actively participate in public affairs, not just as passive consumers who demand efficiency and quality. Public services should build the capacity, competence, and commitment of citizens to contribute to community development (Denhardt & Denhardt, 2015).

The principle of Value Citizenship over Entrepreneurship emphasizes active citizen participation in public affairs, not just demanding quality services. This is applied by the Bandung City Disbudpar through the Intellectual Property Rights (IPR) Registration program which facilitates creative industry players to register IPR for their intellectual work. The goal is to build awareness

of the importance of IPR protection and encourage active participation of creative industry players in protecting copyrights. Disbudpar provides assistance for creative industry players to take care of the registration administration until the IPR certificate is issued. Thus, through this program Disbudpar seeks to increase the capacity and competence of citizens as creative industry players to contribute to protecting copyright as part of civic responsibility.

Based on the explanation in the previous paragraph, it can be concluded that the Bandung City Culture and Tourism Office (Disbudpar) has applied the principle of Value Citizenship over Entrepreneurship from the New Public Service concept through the Intellectual Property Rights (IPR) Registration program. This can be seen from how the program not only focuses on providing IPR registration services to creative industry players, but also builds awareness about the importance of IPR protection and encourages their active participation in protecting intellectual property rights. Disbudpar provides full assistance so that creative industry players can complete the registration administration until they obtain an IPR certificate. Through this program, Disbudpar succeeded in increasing the capacity and competence of citizens to contribute to the development of an IPR protection system in Bandung City. Disbudpar places creative industry players not only as passive service recipients, but as citizens who actively participate in public affairs. Thus, it can be said that Disbudpar has applied the principle of Value Citizenship over Entrepreneurship.

4. Think Strategically, Act Democratically

This principle requires that public services must combine strategic thinking that is visionary, innovative, and anticipatory, with democratic action that is transparent, accountable, and inclusive. Public services should be able to formulate a shared vision, set goals and objectives, allocate resources, implement programs, and evaluate results, by involving citizens and other stakeholders (Denhardt & Denhardt, 2015).

The Bandung City Culture and Tourism Office has successfully implemented a very productive collaboration with various relevant stakeholders. This includes collaborations with the private sector, arts and cultural communities, and educational institutions. With support from the private sector such as the collaboration with the Bandung Hotel Public Relations Association (H3B) and the West Java Tourism Promotion Board to promote Bandung tourism, the city's tourism program can be enhanced through joint investment and promotion. Art and cultural communities play a role in enriching the tourist experience by organizing various art events and cultural exhibitions such as the community of reciting musicians (Komuji) who collaborate with the city's disbudpar through their music which is shown by the construction of Artvocation in Bandung Creative Hub. Meanwhile, collaboration with educational institutions results in training and education programs for local tourism industry players such as the Cooperation Agreement between the Bandung City Culture and Tourism Office and the Faculty of Cultural Sciences, Padjajaran University on the Development of Culture and Tourism, in addition there is a Cooperation Agreement between the Bandung City Culture and Tourism Office and the Faculty of Economics and Business, Pasundan University on the implementation of MBKM in the field of internships, building a creative economy ecosystem, and implementing other activities related to aspects of the Tri Dharma of Higher Education. This synergy not only increases the attractiveness of Bandung as a tourist destination, but also strengthens the involvement of local communities in supporting and preserving the city's cultural heritage. Through this collaboration, the Agency is able to formulate a shared vision to develop an inclusive and sustainable tourism ecosystem in Bandung, set strategic goals and objectives, allocate the necessary resources, and implement various programs such as joint promotions and organizing

various cultural arts events. The agency also constantly evaluates the results of the collaboration for future improvements. All of this is done by involving various citizens and stakeholders.

The Bandung City Culture and Tourism Office applies visionary, innovative, and anticipatory strategic thinking in planning its collaboration programs. The agency has a long-term vision to develop an inclusive and sustainable tourism ecosystem in Bandung. The agency also thinks innovatively by involving various parties outside the government, such as the private sector and cultural arts communities in its collaboration programs. In addition, the agency anticipates future challenges, such as competition with other tourist cities. On the other hand, the Dinas applies democratic actions that are transparent, accountable, and inclusive in the implementation of its collaboration programs. All programs and collaborations are conducted in an open and publicly accessible manner. The agency is also accountable for its performance to the public and stakeholders. The agency also involves all elements of society, including marginalized groups, in the development of tourism in Bandung City. Through this combination of strategic thinking and democratic action, the Department's collaboration becomes very effective and sustainable in realizing the goals of tourism development in Bandung City.

The collaboration that has been carried out by the Bandung City Culture and Tourism Office with various stakeholders shows success in building a strong and sustainable tourism ecosystem. By involving the private sector, arts and cultural communities, and educational institutions, the agency has succeeded in increasing Bandung's tourism attractiveness through investment, joint promotion, and various cultural arts events. Collaboration with the Bandung Hotel Public Relations Association (H3B) and the West Java Tourism Promotion Board provided strategic support in promoting Bandung's destinations. In addition, the involvement of art communities such as *Komuji* and cooperation with educational institutions, such as Padjajaran University and Pasundan University, demonstrates a holistic approach to enriching the tourist experience and empowering the local community.

In the context of the New Public Service principle "Think Strategically, Act Democratically," this collaboration reflects strategic thinking in planning and implementing tourism policies. The Culture and Tourism Office does not only focus on economic aspects but also takes into account democratic values by involving the community in decision-making. This collaboration is an example of how a well-thought-out strategy can be implemented democratically by involving various parties, thus creating an inclusive tourism policy that accommodates the interests of the community as a whole. Thus, the principle of "Think Strategically, Act Democratically" is realized in the agency's efforts to design and implement tourism policies that are sustainable and have a positive impact on all communities in the city of Bandung.

5. Recognize that Accountability Isn't Simple

This principle recognizes that public services must be accountable not only to hierarchical superiors, but also to citizens, legislatures, the media, civil society organizations, and other interested parties. The public service must apply high ethical standards, maintain integrity, and avoid conflicts of interest (Denhardt & Denhardt, 2015).

The art environment legalization program organized by the Bandung City Culture and Tourism Office requires an accountability system that is not simple and involves many parties. The accountability of this program is not only to the hierarchical government, but also to the aspirations and interests of the art community and the general public. In addition, accountability is not limited to administrative aspects and regulatory compliance, but must include the achievement of the main objective, namely the protection and development of the art environment itself. Therefore, to ensure good accountability, the art environment legalization

program needs to be designed comprehensively by involving all relevant stakeholders including citizens, legislators, media, civil society organizations, and other interested parties. This multidimensional and systemic approach is important so that program accountability is in line with the principles of good governance according to the New Public Service theory.

In conclusion, the art environment legalization program organized by the Bandung City Culture and Tourism Office has implemented the principle of 'Recognize that Accountability Isn't Simple' from the New Public Service theory. This can be seen from the program accountability system that involves many stakeholders and is multidimensional, not only limited to administrative and regulatory aspects but also includes the achievement of program goals and benefits. By designing accountability comprehensively by considering the aspirations of the art community and the public, as well as maintaining integrity and service ethics, it is hoped that the art environment legalization program can be properly accountable according to the principles of good governance in the NPS.

6. Serve Rather Than Steer

This principle suggests that public services should act as public servants, not as public controllers. Public services should empower, support, and facilitate citizens and community organizations to solve public problems, not replace or dictate to them (Denhardt & Denhardt, 2015).

The Bandung City Government through the Department of Culture and Tourism (Disbudpar) offers an incentive program to reduce Land and Building Tax (PBB) to support efforts to preserve cultural heritage by owners or managers. The initiative demonstrates Disbudpar's commitment to preserving Bandung's cultural heritage. By providing easy access and fiscal incentives, Disbudpar plays an active role in serving the needs of cultural heritage owners or managers as partners in maintaining the identity and cultural wealth of the city. Through this program, Disbudpar creates a climate that supports the preservation of cultural heritage as an important part of urban development, ensuring to facilitate its historical value and empower its cultural beauty to be preserved for future generations. So Disbudpar's PBB incentive program is not just a tax policy, but a form of active service in cultural heritage preservation that facilitates access for owners or managers of cultural heritage.

The PBB reduction program for cultural heritage by the Bandung City Culture and Tourism Office (Disbudpar) is very much in line with the principle of "Serve Not to Regulate". By providing tax incentives, Disbudpar proactively serves the needs of cultural heritage owners or managers. In this case, Disbudpar acts as a supportive partner, not a directive regulator. The principle of "Serving Not Regulating" is reflected in Disbudpar's efforts to provide convenience and concrete benefits to cultural heritage owners or managers, to help them maintain the sustainability and relevance of Bandung's cultural heritage. Therefore, this incentive program is not just a tax policy, but a real implementation of active and in-depth services, in line with the spirit of the principle of "Serving Not Regulating" from Disbudpar Bandung City.

7. Value People, No Just Productivity

This principle reminds us that public services must respect human beings, both as providers and recipients of services. Public services should respect the dignity, rights, and freedoms of citizens, and recognize diversity, pluralism, and multiculturalism in society. Public services should also value civil servants as important assets, not just a source of costs, and provide incentives, motivation, and career development for them (Denhardt & Denhardt, 2015).

The Bandung City Culture and Tourism Office practices an approach that prioritizes valuing people over an emphasis on productivity. One concrete example of this value in action is that the Department of Culture and Tourism has collaborated with several local artist communities, as noted in the article "Bandung Art Society Collaborates for Local Cultural Empowerment" (Bandung Post, 2023). In this collaboration, local artists are given space to develop their creativity and receive financial support from the Agency, not only as an investment in artistic productivity, but also as a form of respect for their dignity and rights for contributing to the city's cultural identity. This approach is also reflected in the management of tourism destinations, as revealed in the report "Sustainable Tourism Initiatives in Bandung: A People-Centric Approach" (Journal of Cultural Heritage and Sustainable Tourism, 2022). The agency ensures that tourism development is geared towards empowering diverse, plural, and multicultural local communities by providing training, supporting local micro-enterprises, and integrating policies that involve the active participation of citizens in the management of tourism destinations. The Bandung City Culture and Tourism Office also provides incentives, motivation, and career development for its civil servants, such as the provision of performance allowances, awards, guidance, training, education, and promotions.

The Bandung City Culture and Tourism Office has successfully implemented the Value People, Not Just Productivity principle from the New Public Service concept. This is reflected in various programs and policies that prioritize respect for individuals rather than just increasing productivity. The agency has worked closely with local artist communities by providing space for them to express their creativity and receive financial support. This cooperation demonstrates the Agency's respect for the dignity and important role of artists in Bandung's cultural identity. The Agency also applies an approach that focuses on community empowerment in the management of tourism destinations through training and support of local micro-enterprises. In addition, the Agency pays attention to the human resource development of its employees through the provision of incentives, training, and career development. These policies are in line with the spirit of the New Public Service in placing the value of each individual above mere productivity. Thus, the Bandung City Culture and Tourism Office has demonstrated its commitment in realizing the principle of Value People, Not Just Productivity.

CONCLUSIONS

This research aims to look at the bureaucratic reform policy through bureaucratic simplification implemented by Perwali Number 65 of 2022 at the Bandung City Culture and Tourism Office in the perspective of the principles of New Public Service. By analyzing the application of NPS principles in various Department programs, this research seeks to understand the performance and quality of public service bureaucratic reform in the Department. This research is important to provide input for the development of a more modern, responsive, and accountable public service system within the Bandung City Culture and Tourism Office.

The Bandung City Culture and Tourism Office has successfully implemented the principles of New Public Service in its various public programs and policies. This can be seen from the implementation of the Serve Citizens, Not Customers principle through an online data request program that serves the entire community without discrimination. In addition, the Agency also implements the principle of Seeking the Public Interest by building the Bandung Creative Hub as an inclusive platform for community-beneficial innovations. The Value of Citizenship Over Entrepreneurship principle is realized through an IPR registration program that protects citizens' rights and raises public awareness about the importance of IPR. The agency also applies the Think Strategically, Act Democratically principle through collaboration with various stakeholders in formulating tourism policies for Bandung City. The Recognize that Accountability Isn't Simple

principle can be seen in the art environment legalization program that applies a multidimensional accountability system. In addition, the provision of tax incentives for cultural heritage preservation is an implementation of the Serve Rather Than Steer principle. Finally, support for local artist communities and participatory tourism development is an application of the Value People, No Just Productivity principle. Thus, the Bandung City Culture and Tourism Office consistently applies the values of democracy, participation, and citizen service orientation in the principles of New Public Service.

Nevertheless, of course, the application of these principles needs to be continuously improved so that public service bureaucratic reform by the Bandung City Culture and Tourism Office can be more effective and have a broad positive impact on the people of Bandung. By continuing to refine the application of the New Public Service principles, it is hoped that the Office can realize modern, responsive, and accountable governance for the betterment of Bandung City in the future.

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