

Excellent Local Government for Community Empowerment in the Region : A Case Study in Trenggalek Regency Indonesia

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ABSTRAK

Tarik ulur otonomi daerah di Indonesia terus berlangsung, hal ini karena banyak tokoh masyarakat yang masih menginginkan sentralisasi kekuasaan berdasarkan UUD 45 yang asli, yang dianggap sesuai dengan bentuk negara kesatuan republic Indonesia. Namun kesadaran pentingnya melayani masyarakat di daerah dalam rangka memajukan kesejahteraan umum di lingkungan daerah sampai saat ini masih merupakan kesadaran yang dominan walaupun dalam prakteknya tak lepas dari kepentingan etnosentris dan kepentingan kekuasaan tokoh masyarakat di daerah. Tujuan penelitian ini adalah mengkaji secara mendalam pentingnya excellent local government untuk memajukan kesejahteraan masyarakat tersebut. Metode penelitian ini adalah penelitian kualitatif, studi kasus di Kabupaten Trenggalek, untuk memperoleh informasi yang mendalam dibalik pelaksanaan otonomi di daerah. Hasil penelitian menunjukkan bahwa berbagai perubahan kebijakan otonomi, khususnya sejak diberlakukan UU nomor 23 tahun 2014 menunjukkan adanya pengurangan devolusi di daerah, otonomi lebih diorientasikan sebagai manajer publik untuk memberikan layanan prima kepada masyarakat di daerah dalam perspektif ekonomi dari pada otonomi di bidang politik.

ABSTRACT

The standard of regional autonomy in Indonesia continues; it's because many community leaders still want the centralization of power based on the original Constitution of 1945, which is considered the form of the unitary state of the Republic of Indonesia. However, awareness of the importance of serving the community in the region to advance general welfare in the regional environment is still a dominant awareness even though in practice it cannot be separated from the ethnocentric interests and interests of power of community leaders in the region. The purpose of this study is to examine in depth the importance of excellent local government in advancing the welfare of the community. This research method is qualitative research, a case study in Trenggalek Regency, to obtain in-depth information about the implementation of autonomy in the region. The results of the study show that various changes in autonomy policies, especially since the enactment of Regulation number 23 of 2014, indicate a reduction in devolution in the regions, autonomy is more oriented as a public manager to provide excellent services to the community in the area in an economic perspective than autonomy in the political section.

INTRODUCTION

The discourse to eliminate direct regional elections in Indonesia was brought up again by President Prabowo some other chance after his inauguration as President (Wacana Kepala Daerah Dipilih DPRD_ Keinginan Lama Prabowo yang Dulu Digagalkan SBY Halaman all - Kompas n.d.), even in 2014 the indirect regional elections that were in effect during the New Order government were almost reinstated at the end of SBY's administration, but due to strong rejection from the intellectual community, they were then canceled, with a return to direct regional elections in the regions, throughout Indonesia. So the opportunity for the realization of

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regional governments as excellent local governments has re-emerged as a new hope to realize good regional governance in providing services to the local community optimally (Manajemen, Publik, Jane, et al. 2025).

The emergence of the discourse on eliminating direct regional elections will certainly have an impact on the tug-of-war of authority between the central and regional governments and can disrupt the regional government management system. The unclear division of authority can cause uncertainty in decision-making, overlapping policies, and even conflicts of interest between the center and regions. This can ultimately hinder the effectiveness of the implementation of regional autonomy and hinder regional development. As has not been completed so far from the emergence of Law no. 23 of 2014 concerning Regional Government, one of the root problems is the unclear model of division of authority between the central and regional governments, especially the provincial government as an extension of the central government or as a regional government?

Theoretically, the importance of regional autonomy cannot be separated from the development of the People Center Development paradigm. (Welzel, Inglehart, and Klingemann 2003), Which is considered more democratic in realizing community-based development, and its role is becoming increasingly important because community-based development is more flexible with local communities. (Mansuri et al. 2003), Also able to improve social fabric (A.; 2016) by the conditions and situations in which the local community is located, especially about "good management" (Priyanto 2024) of local potential of natural resources and other environmental resources that can provide added value for the prosperity and welfare of local communities (Manajemen, Publik, Jane, et al. 2025).

Discussing the issue of regional autonomy, cannot be separated from the distribution of authority and territory within a country (Jati 2016). The exchange of territorial independence changes from one nation to another. The division of specialists actualized by a unitary state will be exceptionally diverse compared to an alliance or union state. In a unitary state, independence cannot be caught on as the flexibility of a specific locale to carry out its government capacities concurring to its will without considering the national intrigued as an entirety. Clashes of intrigue between carrying out the work of independence and keeping up national solidarity frequently emerge anyplace, particularly in creating nations (Muksin, Robo, and Pawane 2021).

By all means, there is no single firm formula to solve this problem. It is almost certain that each country has its own economic, social, political, and security considerations to answer this question. Geopolitical considerations and economic interests based on ethnic groups often dominate the decision to grant autonomy to provinces regions or states. It is not uncommon for the urge to decentralize power to grow stronger after political pressures from certain ethnic groups occur (Upa, Husen, and Zulfikar 2021).

Related to development management in the region, the Trenggalek Regency government is the most affected by the changes to Law 23 of 2014, where in the previous Law, namely Law 32 of 2004, starting from the coastal boundary to the sea was the authority of the regional government, it has changed to the authority of the Provincial Government, so the Trenggalek Regency government is the most disadvantaged among other regencies whose coastal boundaries are shorter, this is because Trenggalek Regency is the area with the longest coastal boundary in East Java which includes 3 sub-districts with the length of the Trenggalek Regency coastline being around 71,117 km along with the 57 islands it has and several famous beaches in Trenggalek are Karanggongso Beach, Prigi Beach, and Mutiara Beach and others. So that until now Trenggalek (regency) is still one of the regencies in the southern part of East Java which is the most backward compared to other regencies. In addition, almost 60% of the land area of

Trenggalek Regency is a forestry area owned by the state-owned company Perum Perhutani, which is not the administrative management authority of the Trenggalek Regency government. (Luas Kawasan Hutan Rakyat Menurut Kecamatan di Kabupaten Trenggalek (ha), 2020 - Tabel Statistik - Badan Pusat Statistik Kabupaten Trenggalek n.d.). Thus, the authority of the regional government over natural resources based on area is very limited. In addition, in the Trenggalek area there are also no potential mining products to be developed as a basis for triggering economic growth in the region. Therefore, revitalization of public management is very important to empower its people in order to spur economic growth in the region. So the main problem faced by the regional government is: How to provide the best possible service to its people so that they are more empowered, able to help themselves to advance the welfare of the various potentials that exist as much as possible. The purpose of this study is to examine various efforts of its prime service (superior regional government) to empower the community's economy in the economic growth acceleration program in the Trenggalek area so that they are more economically empowered.

Literature Review

The existence of sacred duties attached to state institutions, becomes legitimate when discussing Public Service Management, questioning the nature of public interests contained therein (Eriksson et al. 2020). Therefore, the government's task is to provide services to the community to advance their welfare, as stated in the legislation as a guideline for government officials to conduct (Sukarno 2017). Thus, it can be said that the management of public services, both those carried out by the central government and regional governments, cannot be separated from interest groups (ruling regimes) that operate in the process of formulating decisions in public services. These groups certainly have "leverage points" (Nerland et al. 2025) that differ in the decision-making formulation process, which will have a major impact on the service output and expected outcome. Decentralization of public service management means that there is a delegation of power to make decisions to public managers at the local level (State et al. 2015). This delegation in the political field is also called devolution autonomy, namely that public managers at the local level have the power/political authority to make decisions in their operational processes.

Regional autonomy so that regional governments have an optimal role in advancing the welfare of the people in the regions, thoughts on more democratic state administration, and the importance of regional autonomy have become a common awareness that is worth fighting for. This is as stated in the writings of John R. Nellis G. and Shabbir Cheema (Nellis and Cheema 2022) In his article entitled: "Decentralization in Developing Countries A Review of Recent Experience", he stated that autonomy in various developing countries has differences according to the form of state, political and economic interests and the socio-cultural and ethnographic conditions that surround it (Suma 2024). Decentralization is essentially a concept that was born after centralization had reached its form because it was impossible for decentralization to be implemented before the central government distributed its authority and power to the regional governments below it (Zaenal Arifin and Drajat Wahyu Sasongko 2024).

In Indonesia, the development of Public Administration after the reformation shows a change in the administration system to be more democratic, the balance of authority between the central government and regional governments has begun to receive attention, where the function of regional governments to optimally improve their performance in serving the community in their regions has begun to receive attention, in

addition to being an extension of the central government, as part of the national government (A.; 2016) Where in this change it is explained that there has been a shift that complements the basic issues regarding human relations theory and the main perspective in organizational theory, where the public manager approach is becoming more prominent in regional government (Denhardt 2013).

On the issue of meta values to guide the public manager's approach (Moenir 2002) for personal and organizational change in public institutions, several indicators can be put forward as follows:

1. Accept investigations based on accessibility togetherness and open communication.
2. Expanding awareness and recognition of choices, especially the willingness to experiment with new behaviors and choices that appear most effective.
3. Guiding the concept of authority, emphasizing cooperation and a willingness to assess conflicts openly and with a view to their resolution.
4. Helping relationships together with a sense of community and responsibility for each other.
5. Increasing intensity in interpersonal relationships.

The concept of "governance" has changed the meaning and significance of "government" as we know it. (Dr. Iwan Satibi 2012). The term "government" refers to a formal state institution characterized by its monopoly of legitimate power to make policies and enforce them authoritatively and coercively (Indahsari and Raharja 2020). The policy process (formulation, implementation, and evaluation) runs linearly with government bureaucrats as the sole actors. The concept of "Good governance" (Ramadhan 2024) *has shown a change in the meaning of government management, namely referring to:*

1. new government processes;
2. changes in the conditions of orderly government; and
3. new methods of governing society.

In addition to the above views, the concept of governance is often interpreted as: a "minimal state" (Ramadhan 2024) which suggests that the work that must be taken care of by the government is as well much and complex (as a result of its possesses botches in being too greedy in growing and interceding in community issues) requiring a huge budget (oversupply) gotten from obligation but incapable to oversee it well (wastefulness, debasement, etc.) (Nasrun 2019). Hence, its work must be decreased or minimized through bureaucratic rebuilding, budget decrease, or privatization and welcoming other performing artists who are more solid and proficient to handle benefit and advancement errands for the community.

In conclusion, the realization of Excellent Local Government in providing public services, to empower the local economy to increase PAD is essential both for the community itself, for the local government, and for banks or funders to increase turnover in the economic turnover of the community in the region (Hardjana 2013). In utilizing the opportunities for autonomy, each region in this case including the Trenggalek Regency Government, carries out various strategies to accelerate its economic growth by the potential and political interests of the local power of course.

The various efforts of the Trenggalek Regency regional government services in community empowerment (Hariyanto 2014) to spur economic growth, including through the industrialization of fish processing from the Indonesian fishing port in Prigi Bay from the aspect

of the blue economy approach as an area that has potential potential fisheries products, in the Trenggalek Regency environment (Hindradjit, Rianto, and Arieffiani 2017), as well as in the green economy sector, community services for economic empowerment are also carried out for example; for community empowerment in the tapioca/Casava flour industry, Tempe Kripik (Setianingrum 2016), as well as the one village one product program for roof tiles as a superior product that is expected to trigger economic growth in the community in Trenggalek Regency (Erningtyas et al. 2024). Public services to empower the regional economy are the main study in this study, regarding various matters related to community economic empowerment in the region to increase Regional Original Income, to realize community welfare in government and regional government development in Trenggalek.

RESEARCH METHODS

This research is qualitative research with a case study method, this research focuses on the performance of economic empowerment services in the Trenggalek Regency Government environment, to produce an in-depth analysis of the implementation of regional autonomy in force in the Trenggalek Regency environment that the researcher conducted. This study aims to find and analyze various phenomena that occur in the implementation of government and development, especially after the implementation of regional autonomy based on Law Number 23 of 2014. This autonomy is given to two different topics: Management of High School/Vocational High School Education, which was previously under the auspices of the district and city governments before being withdrawn to the provincial level; and maritime authority, which was originally under the auspices of the district and city governments (Purwanto, Suwaryo, and Mulyawan 2020). The researcher chose this method with the assumption that it can be explored in depth about various complex and specific implications in certain contexts concerning licensing authority, natural resource management authority, and other resources. Researchers use this qualitative method, to obtain a deep understanding of the various important aspects of regional autonomy for empowering regional communities and appropriate public services to communities in their regions so that they are more empowered and can elevate regions to become government institutions that can advance regions and educate their citizens without having to depend on the central government, and without having to become a force to separate itself from the government of the unitary state of the Republic of Indonesia.

The use of qualitative research methods for the case of public service management in the Trenggalek Regency Government is expected to be studied in more depth about the phenomenon of the impact behind the tug-of-war of regulations on autonomy in the region, as well as its impact on public service management in the Trenggalek region amidst the issue of the return of indirect elections in the region. The use of this qualitative research according to Guba (Lincoln and Guba 1985) in his book *Naturalistic Inquiry*, qualitative research; can be obtained from a complex situation behind the social phenomena that occur in depth, both human behavior, institutional dynamics, in the socio-cultural context and government organizations in the area (Denzin 2016).

By using this case study method, researchers can obtain complete information that can be analyzed, the phenomena that occur in the district government as the object of research (Sadeghibogar et al. 2023). In general, various phenomena that exist in more depth to be described in the narrative of research results that can understand the meaning that occurs behind the efforts to organize regional autonomy, to realize a government that can provide direct services to the people in the region by the interests of the people in the region.

The research design applied 4 (four) stages of analysis (Miles, Huberman, Michael, and Saldana 2014) stages, particularly: Data Collection, Data Presentation, Data Condensation, and Conclusion Drawing, conducted through in-depth interview techniques, observation, and document analysis. Data collection was conducted through in-depth interview techniques, observation, and document analysis. In-depth interviews involved 10 bureaucrats from the two regional governments, as the regional secretary and the head of Bappeda and their staff in the two regional government units, and 5 Public Administration experts from Hang Tuah University and Bhayangkara University Surabaya. All bureaucratic officials from the regions, including senior bureaucratic officials who can be accessed and regional secretariat staff who are related to the importance of developing excellent regional autonomy in developing public services in the regions, so that they can work well to empower communities in the regions, both socially, economically and culturally productive which can advance the welfare of the community in the two regions, related to decentralization or autonomy that should be given to regional governments in the unitary state of the Republic of Indonesia. This method is carried out to be able to dig up as much information as possible about the idea of the importance of excellent local government in public services considering that regional governments, both districts, and cities, are focal points (Azikin 2018).

Data condensation is carried out to be effective and efficient in implementing and collecting research data, through this data condensation, some incoming data information from informants and documents is obtained, and researchers filter, sort, and select data that is relevant to the research objectives. Furthermore, based on the results of the data condensation, if further data is needed, it can be more easily determined which informants will be asked for information to provide information on the lack of data. In addition, with this data condensation, documents that are considered still lacking can be determined what documents are still needed to complete the required data. Thus, researchers can more easily in the next data collection stage, carry out the purposive technique as carried out in the data collection technique in this study.

The purposive technique in this study was used to select individuals who have relevant knowledge and experience for the study. Informants were selected based on their diverse understanding and experience related to the subject of the study (Memon et al. 2025). This diversity of informants was carried out to enable a comprehensive understanding of the various perspectives on the public administration reform process. In addition, this study involved the analysis of various documents, including reform policy reports, strategic plans, performance evaluation reports, and meeting minutes from related departments. By triangulating these data sources, this study aims to provide a holistic view of the challenges and opportunities faced in bureaucratic reform in the local government environment so that the goal of decentralization truly makes local governments increasingly developed, independent, and not dependent on central government programs.

RESULTS AND DISCUSSIONS

Excellent Local Government

The latest changes in regional autonomy, since the enactment of regulation number 23 of 2014 is how public services are decentralized, thus leading to changes in patterns and styles of administration/management of governance and development in regions that are better, more democratic, open, flexible, efficient, and accountable (Hakim et al. 2025). This is due to the tendency of patterns of governance development in the world which are heavily influenced by the increasingly strong values of democracy, transparency, humanization, participation, and

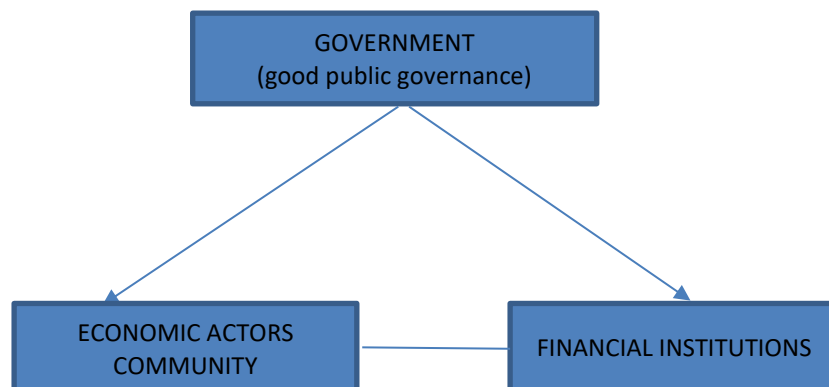
accountability (Setianto, Ningrum, and Muhafidin 2021). The pattern and style of government management tend to change from what was originally characterized by characteristics, of exclusive, monopolistic, formal, bureaucratic, coercive, nepotistic, and unaccountable centralization of power to a more democratic, decentralized, inclusive, participatory, transparent, efficient and accountable pattern and style of government (Undang et al. 2023).

The concept of "good governance" implied in the policy, indicates an effort to improve and enhance the process of government management in the regions so that its performance becomes better (Manajemen, Publik, Aditya, et al. 2025). In addition, the concept of "good governance" implied in the policy, the results of the study show that there are efforts to improve and enhance the process of government management in the regions so that their performance becomes better. The pattern and style of government in the regions are improved in their implementation and developed using this concept of good governance (Afifuddin et al. 2023). For this reason, the government bureaucracy in this case the Trenggalek Regency Development Planning Agency has prioritized this good governance, by prioritizing aspects of the realization of good public services for the economic empowerment of the community in the region Agency (BPS Trenggalek 2023). , to advance the economic welfare of the community in the region in the Trengginas Galang Ekonomi program so that it skyrockets as can be described as follows:

1. Bappeda Trenggalek Regency, prepares a program that can utilize various actors and institutions within and outside the government bureaucracy. The government does not need to worry about the existence of organizations and individuals outside the government; instead, they can help achieve common goals.
2. Optimizing the Trichotomy of roles: the first sector consists of the government, both executive and legislative, the second sector consists of private or private businesses, and the third sector consists of non-governmental organizations that exist to deal with unnecessary socio-economic problems. The three forces should unite and work together because they have the same interests and commitments in overcoming various socio-economic problems in the region. (Good Government version of the word bank)
3. The three forces are interdependent, working together. To achieve the welfare of the Trenggalek community, no single force is dominant. All forces interact with each other as much as possible and have the same opportunity to contribute.
4. While the government, private businesses, and community organizations have established connections, they will create their own independent and robust networks to influence and manage governmental matters once they unite with a shared interest. If stakeholders from these three sectors are prepared to share and use their resources, skills, and goals to foster effective governance, they will emerge as a powerful collective force. Actors and institutions from these sectors can become a formidable and unified force by willingly providing valuable contributions from their resources, skills, and objectives toward achieving efficient governance.
5. The ability to achieve the goal of improving the welfare of the Trenggalek Regency community does not only depend on the management and use of government authority; the ability to utilize new governance methods and techniques, including the ability to make good and appropriate basic policies, is part of this ability. The government does not monopolize basic policy-making; instead, it must encourage and enable others to participate in the policy-making process. The Trenggalek Regency Government has tried to function as a "catalyst agent", "enabler", and "commissioner", which provides direction (more direction) and does not need to carry it out itself in the policy-making process (Maulida, Mustofa, and Haryati 2023), especially in the five economic sectors in the Trenggalek Regency local potential-based economic growth

acceleration program in this study. The development of the organization and governance of government to increase its efficiency, especially in the public sector, seems unable to separate itself from the political value process. However, in the field of Management, efforts to develop a more rational public management process in the region in the context of governance continue to develop clearly and systematically. Where the main goal is for government programs to achieve optimal and efficient results amidst the increasingly scarce public resources in the Trenggalek Regency environment.

Figure 1.
Three Pillars Interaction Pattern in Trenggalek



Source: Researcher Analysis

The success of the Trenggalek Regency Government in managing public services for Community Empowerment in the Region is shown in various priority programs of Trenggalek Regency have been successfully launched with the decentralization of authority, including the Trenggalek program, which stands for Trengginas Galang Ekonomi, where the regional government autonomously prioritizes the acceleration of economic development, which needs to be realized immediately through a community economic empowerment program based on Resources and potential in the community in the Trenggalek Regency Government Area. This acceleration is intended not only as an effort to catch up with other regencies but also so that the 5 priority economic sectors can be a lever for economic growth in other sectors. With the hope of being able to encourage economic growth in other sectors, in a sustainable manner and related to one another. The five priority sectors of the Trenggalek Program are as follows:

1. Regional Core Competence: Mocaf (Modified Cassava Flour)

The present cost of MOCAF items ranges between 40 and 60 percent of wheat prices, owing to the accessibility of raw materials, low costs of cassava, and straightforward flour manufacturing processes that don't depend on advanced technology. This indicates that MOCAF offerings are significantly more affordable compared to the wheat products available in the marketplace. Up until now, the utilization of regular cassava flour remains quite restricted due to its inferior quality. For instance, it is often employed in food products like instant noodles, where a 5% substitution for wheat results in products of lesser quality, or baking cookies. However, the use of MOCAF flour, with its aforementioned properties, has successfully led to the creation of highly promising food products.

MOCAF has been evaluated for incorporation into different cookie varieties, including cookies, nastar, and kastengel, utilizing only its flour. The findings indicate that the cookies crafted with MOCAF possess similar traits to those made using low-protein wheat flour, specifically soft

wheat; however, MOCAF necessitates a bit more butter or margarine compared to wheat flour. The outcomes from sensory tests conducted with conventional recipes reveal that tasters do not recognize that the cookies contain MOCAF sourced from cassava in terms of flavor.

Figure 2.
Casava Production Machine



Source: SME's Production Cassava, Nglinggis Village, Trenggalek

2. One Village One Product: Roof Tiles

The demand for housing rises in tandem with the growth of the population. Following basic needs like food and clothing, shelter stands as the most essential requirement for individuals. Houses in Indonesia feature walls, ceilings, entryways, openings, and flooring specifically intended for the tropical environment. Due to the presence of both wet and dry seasons, roofs must be built to withstand these weather conditions. In Indonesia, clay tiles are the most common roofing material. This substance is lightweight, durable, and simple to care for, making it highly resistant to environmental elements. Tiles used for roofing consist of shaped and fired clay, coming in a variety of designs. The primary component for constructing a roof is tiles. These tiles can be crafted from multiple substances, including clay, natural materials, and cement-based mediums, among others. The design and variety of tiles depend significantly on the skills of the artisan.

Roof Tile production is generally the use or utilization of natural resources in the form of land in the Trenggalek Regency area itself, as well as the materials used to burn the tiles. Craftsmen in the Trenggalek Regency area generally use materials from the Trenggalek Regency area itself. So almost all of the raw materials for Genteng, come from materials available in the Trenggalek Regency environment. Various forms of molds and variations of their manufacture have good potential and appeal to consumers both locally and interlocally within the country. From the results of the study that has been conducted by the team, the most genteng (roof) producing communities are in the Gandusari and Tugu Districts.

Figure 3.
Roof Tile Production Process



Source: UD. Bangah, Roof Tile Manufacturer, Kayen Village, Trenggalek

3. Creative Industry: Hand-drawn Batik

Trenggalek batik represents a traditional craft in Indonesia celebrated for its artistic significance. Historically, the art of batik was predominantly held by women and later evolved into a means for them to earn an income. Conducting *Batik Skills Training* is essential for safeguarding the country's rich cultural heritage and enhancing skill sets.

Recognizing that batik is not merely a distinct creation of Trenggalek, it stands as a competitive product in the Indonesian market, presenting a challenge for the people of Trenggalek to collectively excel in the batik industry on both national and international levels. Therefore, marketing batik can be characterized as both straightforward and complex. Frequently, selling hand-painted batik necessitates considerable effort. Specific measures and actions must be taken to capture the interest of consumers in the hand-painted batik offerings available. The inception of batik tulis in Trenggalek traces back to the expertise of the inhabitants of *Sumber village (Ngentrong)*. The strengths of batik tulis lie not only in its aesthetic appeal and artistry but also in its potential as a culture-driven economic opportunity. For instance, the batik made by Tie Poem batik tulis, known as *menak sopal batik*, has been developed with the hope of evolving into a cultural art product that fosters growth and brings economic advantages to the community within the Sumber village area (Ngentrong). This is as stated by the owner of Tie Poem batik as follows: "*This menak sopal batik tulis is a pure work of Trenggalek batik because the image symbolizes the history of the founding of Trenggalek Regency, which is depicted by the White Elephant and White Bajul*".

Figure 4.
Trenggalek Batik Tulis



Source: Batik Tiwuk, Ngentrong Village, Trenggalek

4. Agro Industry: *Tempe Kripik*

There are numerous crafters of *tempe kripik* in Trenggalek Regency. This lean tempeh can be found in numerous places in Trenggalek. In expansion to being utilized as a complement when consuming, Tempe Kripik is additionally frequently utilized as a nibble. So the request for Tempe Kripik itself is very tall. Making tempe kripik is very basic. And the fundamental ingredient, namely tempe, is additionally exceptionally simple to get, within the Trenggalek community.

The production in Trenggalek Regency has become a widespread home industry among the Trenggalek community, especially in the lowland population areas, both in Karangan, Tugu, Trenggalek, Pogalan and Durenan Districts. The production of tempe kripik has become a trademark of the Trenggalek Regency home industry. So efforts to improve and develop it will be more significant if the market aspect and quality standards are emphasized. Given the importance of coaching for marketing purposes outside Trenggalek Regency. In addition, considering the large amount of production, it is time to encourage certain entrepreneurs to reach the upper class of society, as well as foreign consumers. So that the income of the community from the production of tempe chips can be able to improve the standard of living and economy of the people of Trenggalek Regency.

Picture 5.
Tempe chips Trenggalek



Source: Tempe Kripik Mbak Wit, Kranding Village, Trenggalek.

5. Diversification of Minapolitan Capture Fish Processing

Hundreds of millions of rupiah stream into the southern ocean of East Java each day from the mountain crests that encompass Prigi Shoreline in Watulimo Area, Trenggalek Regency, East Java. The arrangement of shorelines around Prigi Narrows, which is around 3 km to the east of Prigi Shoreline incorporates Karanggongso Shoreline, which is popular for its 1.5 km of white sand.

In Prigi Inlet, the moment biggest Indonesian angling harbor after Cilacap in West Java, on the coast of South Java, the improvement of the capture angle preparing industry has developed and gotten to be a beat need to progress the welfare and financial balance of capture angle items. On the Prigi Tourism shoreline, road sellers have created different sorts of businesses based on capture angle. In expansion, angle feast items have been created, which are broadly devoured by the angle caught on Prigi Shoreline. In arranging for the benefits of this angle

capture to be broadly felt by the individuals of Prigi and Watulimo, as well as individuals all through Trenggalek Rule, advancement and imagination are required.

Figure 6.
Diversified Products of Capture Fisheries



Source: UD. Tirto Aji, Tasik Madu Village, Trenggalek.

With the various priority products in the Trengginas Galang Ekonomi program, there may be other superior potentials whose development is considered prospective to raise the people's economy which in turn is expected to be able to improve the welfare of the community in Trenggalek Regency, for example, the development of a processing industry based on fish catch in Prigi, Munjungan and Panggul, as maritime areas with extraordinary natural potential, and others.

Figure 7.
Slogan of the Trenggalek Regent's Economic Acceleration Program



Source: Trenggalek Regency Government

Tabel 1.
Contribution of 5 Priority Economic Sectors in Trenggalek

No.	Economic Sector	Percentage (%)	Description
1.	Cassava	25	This agricultural sector has a contribution to the GRDP in 2024, with processed products such as tiwul, and gaplek, becoming various typical products of the Trenggalek area.

2.	Traditional Roof Tile Building Materials Industry	15	This traditional roof tile industry is an industry that is prioritized in the One Village One Product program, although the quality of its products is still inferior to modern roof tile products in other areas.
3.	Trenggalek Batik Creative Industry	10	This batik industry is recognized as a superior potential that contributes positively to the economy of Trenggalek Regency.
4.	Tempe Kripik Processed Food Industry	20	This processed tempeh crisps food industry in the SME sector is a significant driver of local economic growth.
5.	Minapolitan catch results	30	The results of this capture fishery produce a total production of 28,171.9 tons a year.

Source: Trenggalek Bappekab, 2024

Ideal Local Government.

After autonomy has been going on for several years, various problems began to emerge not only horizontally between regions but also vertically between district/city governments regarding financial balance and authority as well as various local political issues, especially related to new voters who generally attend vocational/high schools so that the management of vocational/high schools is then handed over to the provincial government. Moreover, the ocean boundaries which were at that point given over to the common government through Law Number 23 of 2014 concerning territorial government which is based on the viability of territorial government organization, beginning from the certification of government undertakings to the start of transitional territorial administration as a condition for the arrangement of Unused Independent Locales. In this manner, Law Number 23 of 2014 can be said to be independent from an open administration point of view to realize excellent decentralization.

Decentralization of government management and development in the regions or the formation of autonomous regions, by considerations of the nature and form of the state and based on a review of strategic dimensions from a political and administrative perspective. The central government needs to review the implementation of autonomy in this region, the central government in this case can take a policy role to continue to prioritize the pattern of government that prioritizes the development of local communities as a guideline for controlling regional government.

In the form of a unitary state, decentralization is still based on the concept of the will of the superior which will relate to the problem of the extent to which top managers (central government) trust middle managers/lower managers or organizations below them, in this case the local government (Sururi 2023). Therefore, it is too much to say about the emergence of the spirit of federalism in the regions if autonomy is emphasized in Dati II. It seems that the central government needs to be self-aware to develop its control management capabilities over the regions without having to revoke decentralization in the regions (Law no. 22 of 1999) to build according to the aspirations of the people in the regions. However, the emergence of Law No. 25 of 1999 concerning the financial balance between the regional government and the central government can be seen as an effort to ensure that the regional government has fiscal resources to provide services to the community. On the other hand, from the perspective of the central government, this is considered decentralization because of the economic capacity, potential, socio-cultural, socio-political, population, and area from the perspective of the central government. In addition, Law No. 23 of 2014 concerning the Regional Government and Law No. 33 of 2004 concerning the Financial Balance between the Central Government and the Regional Government have been amended.

However, regulation no. 32 of 2004, which created a more democratic local government, is proof of the strengthening of local autonomy from a political perspective. Since the law stipulates that the House of Representatives and regional heads are directly elected by the people, the regional government acts as a representative of the regional community in government to ensure the best governance and development for its citizens.

In the economic field, increasing Gross Domestic Product, Income per capita and the Gini index of equitable development in the regions can be used as a quantitative benchmark for competition in manager achievements between regions, as a means of fostering successful development in the regions. So with tiered autonomy as desired by regulation no. 23 of 2014, it becomes more meaningful for increasing the prosperity and welfare of the people in the regions, rather than giving rise to freedom for greedy regional elites and only adding to the economic burden of the people in the regions.

Political autonomy in the regions (devolution) to leaders or public managers in the regions, is an unavoidable need for the continuation of effective leadership and management of government in the regions. On the other hand, the concept of governance has been recognized and believed by bureaucrats in the regions, as a better concept towards creating better governance for the government in the regions. In government, the main goal of government management is to provide resources, services, and benefits to the community by improving the pattern and style of government. By providing opportunities and participation to other actors (private sector, legislature, non-governmental organizations, and members of the wider community) to participate in the governance process, especially in the process of formulating, implementing, and evaluating laws, the previous pattern and style of governance must be immediately abandoned and changed. Government bureaucracy as a "sole ruler". If the government prioritizes collective action, the government's desire to monopolize the policy process and enforce the policy will shift towards a more participatory, democratic, and inclusive policy process. Each actor will interact and influence each other (inclusively) to achieve common interests.

CONCLUSIONS

To be able to provide good service to the community, of course, an ideal or excellent local government building is needed. Based on the findings above, the ideal criteria for regional government can be distinguished from the conditions that occur in regional government after Law Number 23 of 2014 which can be described as follows:

Table 2.
Comparison between what should be and what is happening in local government

LOCAL GOVERNMENT CRITERIA	Ideal Criteria Peters & Waterman, 1982 (Hardjana 2013)	CONDITIONS THAT OCCUR IN REGIONAL GOVERNMENT IN TRENGGALEK
1. Action orientation	Pro community service in the region	There is a bias between the fulfillment of tasks by the central government and the interests of local communities, where the law makes it difficult for local governments to act quickly in the interests of local communities.
2. Proximity to citizens	Close to local communities as customers	The diversity of society in the regions must be appreciated as a whole for the greater good, to realize justice for all citizens as consumers of public services.

3. Entrepreneurship & Autonom	Entrepreneurship & autonomy	Reluctance to differentiate in local markets or take the risk of competing at the national market level
4. Employee orientation	Productivity through people	The people's orientation of the program is sometimes perceived as a waste of taxpayers' money.
5. Values	Direct, value-driven	Traditional values are very resistant to social change in local communities.
6. Mission, goals, and competition	Must be able to knit regional interests with national interests	Difficulty in defining missions and goals. Difficulty in measuring results.
7. Structure	The simple, lean form	A number of local governments have complex structures, which are inevitable due to the existence of written laws in the government above them which cannot be violated on the one hand, and the interests of the community in the regions which are different from the central government's programs.
8. Political relations	Loose and tight nature simultaneously	Changes in political leadership in the government above, both the provincial government and the central government, require regional governments to be ambiguous, if not flexible, in dealing with political situations that change periodically every five years.

Source: Research Results Analysis

The results of the study also show that the reforms that occurred in the Republic of Indonesia, especially in regional autonomy policies, have had broad implications for the implementation of state administration in Indonesia. The implications of the reforms have also covered the field of state administration in Indonesia in the practice of governance and development. The implications of the implementation of Law No. 22 of 1999 and continuing with various amendments to Law No. 23 of 2014 must also be accompanied by a change in thinking about public service management in the regions, including an understanding of the professionalism of regional leaders, in this case, public managers in the regions.

Therefore, seen from the interests of the region, regional autonomy must truly be a granting of broad political and economic discretion to local governments so that they can work professionally by:

1. Providing authority to implement public and political functions of various institutions and actors in determining regional policies and various other community economic empowerment efforts.
2. Providing authority to manage and utilize various resources in the region; and
3. Providing freedom to involve various resources in the region in various public and political activities.
4. Granting autonomy from the central government to regional governments can show the existence of vertical power-sharing, although it is not yet horizontal.

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