



Building a Culture of Administration Based on Local Wisdom: Transforming Public Services in Papua

Muhammad Sawir¹

¹ Universitas Yapis Papua, Jayapura, Indonesia

Abstract

This paper examines the transformation of public services in Papua, focusing on efforts to build an administrative culture rooted in local wisdom. The study begins with an overview of the current state of public services in Papua, which still faces various challenges, such as limited access, complex bureaucracy, and a lack of understanding of traditional values. The research object encompasses public service practices in various sectors in Papua, with a focus on the application of traditional values in administrative processes. The study aims to analyze how local wisdom can be integrated into the public service system in Papua and identify the factors that support and hinder this transformation process. The research methodology employs a qualitative approach with data collection techniques including participatory observation, in-depth interviews, and literature review. The collected data is then analyzed descriptively and interpretatively. The research findings indicate that the integration of traditional values into public services in Papua can enhance service quality, build public trust, and strengthen local values. However, this transformation process faces several obstacles, such as a lack of understanding and support from stakeholders, as well as insufficient resources and adequate infrastructure. In conclusion, the transformation of public services in Papua based on local wisdom is a crucial step towards achieving more effective, responsive, and locally-oriented governance. This study provides recommendations for stakeholders to strengthen this transformation effort by enhancing human resource capacity, building adequate infrastructure, and involving the community in decision-making processes.

Keywords: Public Service; Papua; Local Wisdom; Integration.

Abstrak

Tulisan ini menelaah transformasi pelayanan publik di Papua dengan fokus pada upaya membangun budaya administrasi yang berakar pada kearifan lokal. Penelitian ini diawali dengan tinjauan terhadap kondisi pelayanan publik di Papua yang masih menghadapi berbagai tantangan, seperti rendahnya akses, birokrasi yang rumit, dan kurangnya pemahaman akan nilai-nilai kearifan adat. Objek riset meliputi praktik pelayanan publik di berbagai sektor di Papua, dengan fokus pada penerapan nilai-nilai kearifan adat dalam proses administrasi. Tujuan penelitian ini adalah untuk menganalisis bagaimana kearifan adat dapat diintegrasikan dalam sistem pelayanan publik di Papua dan mengidentifikasi faktor-faktor yang mendukung dan menghambat proses transformasi tersebut. Metode penelitian menggunakan pendekatan kualitatif dengan teknik pengumpulan data melalui observasi partisipatif, wawancara mendalam, dan studi literatur. Data yang diperoleh kemudian dianalisis secara deskriptif-interpretatif. Hasil penelitian menunjukkan bahwa integrasi kearifan adat dalam pelayanan publik di Papua dapat meningkatkan kualitas pelayanan, membangun kepercayaan masyarakat, dan memperkuat nilai-nilai lokal. Namun, proses transformasi ini menghadapi beberapa kendala, seperti kurangnya pemahaman dan dukungan dari para pemangku kepentingan, serta kurangnya sumber daya dan infrastruktur yang memadai. Kesimpulannya, transformasi pelayanan publik di Papua dengan basis kearifan adat merupakan langkah penting dalam mewujudkan tata kelola pemerintahan yang lebih efektif, responsif, dan berorientasi pada nilai-nilai lokal. Penelitian ini memberikan rekomendasi bagi para pemangku kepentingan untuk memperkuat upaya transformasi ini dengan meningkatkan kapasitas sumber daya manusia, membangun infrastruktur yang memadai, dan melibatkan masyarakat dalam proses

Kata Kunci: Pelayanan Publik; Papua; Kearifan Adat; Integrasi.

¹ **CONTACT:** sawirmuhammad103@gmail.com

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pengambilan keputusan.

1. Introduction

The transformation of public services in Papua is an essential step toward addressing the deep-rooted challenges in governance that have historically hindered the region's development (Badan Pusat Statistik, 2021; Kemendagri, 2022). Papua, a province with vast geographical expanse and an ethnically diverse population, faces a unique set of obstacles in delivering effective public services. These challenges range from inadequate infrastructure, limited access to modern facilities, to a lack of understanding of the social and cultural nuances that shape the lives of the indigenous Papuan communities. Despite various national initiatives aimed at improving the delivery of services in the region, the current bureaucratic system continues to fall short, as it often fails to consider the local context and the specific needs of the indigenous population. Data from the Ministry of Home Affairs in 2022 indicates that the Public Satisfaction Index for services in Papua remains significantly lower than the national average, underscoring the urgency of a more localized and culturally sensitive approach to public service delivery.

Research has shown that the bureaucratic models currently employed in Papua are largely based on standardized administrative frameworks that may be effective in other parts of Indonesia but do not necessarily align with the customs, traditions, and expectations of the local communities (Mardani & Sutrisno, 2018). A study by Suwignyo (2020) highlights that one of the main factors contributing to the inefficiency of public services in Papua is the lack of integration between formal administrative structures and the rich cultural heritage of the indigenous people. Similarly, Wahana (2019) emphasizes that public policies, when imposed without acknowledging the socio-cultural context of the indigenous groups, often encounter resistance from the local population, resulting in low levels of public participation and engagement. These studies point to a critical gap in the current governance framework—one that this research seeks to address by proposing a transformative model of public service delivery that is rooted in indigenous wisdom and cultural practices.

The concept of integrating indigenous wisdom into public administration is not merely about preserving traditional values but about enhancing the relevance, efficiency, and sustainability of governance. Indigenous communities in Papua have long relied on communal practices such as *musyawarah* (deliberation) and *gotong royong* (mutual cooperation), which foster social cohesion and collective decision-making. These values have proven to be highly effective in maintaining order and harmony within local communities. However, the formal public service system, which is predominantly influenced by Western administrative models, has yet to fully recognize the potential of these indigenous practices as a tool for improving service delivery. By embedding these cultural values into the public service framework, this research aims to create a model of governance that is not only more culturally appropriate but also more inclusive, participatory, and responsive to the needs of the Papuan people.

The primary objective of this research is to explore how indigenous wisdom can be systematically incorporated into the design and implementation of public services in Papua. Specifically, this study seeks to develop a model of public service delivery that reflects the values, norms, and customs of the indigenous population, thus ensuring that the services provided are more in line with local expectations and realities. The research will focus on examining the role of traditional leadership structures, such as the role of *adat* (customary) leaders in decision-making processes, and how these can be harmonized with modern bureaucratic systems. Additionally, this study will analyze the impact of culturally tailored services on public trust, participation, and overall satisfaction with government institutions.

The novelty of this research lies in its approach to governance reform. While much of the existing literature on public service delivery in Papua has focused on addressing technical and administrative shortcomings, this study adopts a more holistic perspective by emphasizing the importance of cultural integration in governance. Previous research has largely overlooked the potential of indigenous wisdom as a mechanism for improving public services, focusing instead on administrative efficiency and infrastructure development. By contrast, this study argues that sustainable improvement in public service delivery cannot be achieved without first addressing the cultural disconnect between the government and the indigenous communities. This research, therefore, fills a critical gap in the literature by offering a culturally adaptive model of governance that recognizes the unique socio-cultural dynamics of Papua.

The expected contributions of this research are both theoretical and practical. Theoretically, this study contributes to the broader discourse on governance in multi-ethnic regions, particularly in areas where cultural diversity poses a significant challenge to the implementation of standardized public policies. By proposing a model of governance that is flexible and adaptive to local conditions, this research offers new insights into the design of public services in culturally diverse regions. Practically, the findings of this research could serve as a blueprint for local governments in Papua and other regions with similar socio-cultural characteristics to develop public service delivery systems that are more attuned

to the needs of their indigenous populations. The integration of indigenous wisdom into public services is expected to enhance community participation, increase transparency, and foster greater trust between the government and the people.

In conclusion, the transformation of public services in Papua through the integration of indigenous wisdom is not only timely but also essential for improving governance in the region. The challenges faced by the indigenous Papuan communities—such as limited access to services, lack of cultural sensitivity in public policies, and a disconnect between the government and the people—can be effectively addressed by incorporating local values into the public service framework. This research aims to provide a pathway for achieving this transformation by demonstrating the practical benefits of culturally responsive governance. By embracing the rich cultural heritage of Papua and aligning public services with indigenous wisdom, the government can create a more inclusive, participatory, and just system that truly serves the people of Papua.

2. Literature Review

Public services are one of the main pillars of national development, particularly in regions with complex geographical and socio-cultural conditions like Papua. Previous studies have revealed that public services that are not contextual and unresponsive to the needs of local communities tend to face significant implementation challenges (Suwignyo, 2020). In Papua, the challenges of public service delivery include infrastructure limitations, social inequality, and a lack of understanding of the socio-cultural dynamics of indigenous communities. Hence, there is an urgent need to adopt a more adaptive and culturally-based approach to public administration.

According to traditional public administration theory, effective public services are often measured by the efficiency, effectiveness, and accountability of the bureaucracy (Hasan, 2019). However, in areas where strong cultural characteristics prevail, such as Papua, modern bureaucratic standards are not always relevant. Subekti (2022) pointed out that policy implementation that disregards the local cultural context often encounters resistance and reduces public participation. In Papua, many government policies have failed because they do not consider the social structure and local wisdom values inherent in indigenous communities.

Previous studies also suggest that a more community-centered approach, based on local values, can improve public services, especially in culturally diverse regions. According to Oxfam (2020), the application of deliberation (*musyawarah*) and mutual cooperation (*gotong royong*) in public administration can increase community participation and build trust between the government and the people. *Gotong royong*, as a form of local wisdom in Papua, reflects the cooperation and social solidarity highly valued by indigenous communities. This aligns with Wahana's (2019) findings, which emphasize that community-based approaches, integrating traditional participation in decision-making, have proven effective in improving public policy outcomes at the local level.

Moreover, research on cultural governance emphasizes the importance of adapting public service models to be more sensitive to local norms and values (Savitri, 2020). Cultural governance models prioritize the integration of local cultural values into bureaucratic management, ultimately fostering more effective and sustainable public services in regions with unique characteristics like Papua. Based on case studies from other regions with similar cultural contexts, Savitri suggests that a combination of traditional principles and modern bureaucratic systems can strengthen government legitimacy and enhance public satisfaction with services.

Additionally, the concept of indigenous governance plays a significant role in enriching the literature on public service transformation in Papua. According to Hawa (2021), indigenous governance, which acknowledges the role of customary leaders in collective decision-making, can significantly improve public service quality. Customary leaders not only serve as mediators in community conflicts but also as custodians of traditional values in public policy implementation. Therefore, transforming public services in Papua by incorporating the role of customary leadership is highly relevant and essential.

The adaptive governance approach is also relevant to the Papuan context. This approach emphasizes the importance of flexibility and policy adjustment to suit dynamic local conditions (Folke et al., 2005). In Papua, adaptive governance can be implemented by strengthening the role of indigenous communities in formulating more participatory and inclusive public policies. More than merely being responsive to administrative needs, public services based on adaptive governance are expected to preserve cultural diversity and create harmony between the central government and local communities.

This research addresses a gap in the literature regarding how local wisdom can be systematically integrated into public services in Papua. Most existing studies focus on technical and administrative challenges without considering the potential of cultural values in improving public service delivery. Thus, this study offers a novel contribution by developing a public service model based on indigenous wisdom, which is expected to be more relevant and aligned with the needs of Papuan communities.

By integrating the perspectives of cultural governance and indigenous governance, this study provides a theoretical foundation to support the transformation of public services in Papua. In the long term, this indigenous-based public service model is expected to increase public participation, strengthen transparency, and build trust between the government and the people. Therefore, this study also has significant practical implications for promoting more inclusive and sustainable development in Papua.

3. Methods

This study employs a qualitative research method, aimed at understanding the transformation of public services in Papua through the lens of indigenous wisdom and its integration into public administration. The research takes a descriptive approach, allowing for an in-depth exploration of how local cultural values, such as *musyawarah* (deliberation) and *gotong royong* (mutual cooperation), are being incorporated into the structure and functioning of public services (Suwignyo, 2020). Through this approach, the study seeks to provide a comprehensive picture of the administrative changes in Papua and how they align with the socio-cultural context of the region.

Data collection was conducted using a combination of in-depth interviews, document analysis, and field observations. The in-depth interviews involved key stakeholders, including government officials, traditional leaders, and community representatives from several districts in Papua, who provided insights into the implementation of culturally sensitive public services (Hawa, 2021). Document analysis focused on reviewing government policies, regulations, and official reports related to public administration reform in Papua (Oxfam, 2020). Additionally, field observations were conducted to capture the dynamics of public service delivery in various local communities, particularly in areas where traditional leadership plays a significant role.

The analysis was carried out using a thematic approach, where data from interviews, documents, and observations were coded and categorized into key themes related to the integration of indigenous values into public services (Savitri, 2020). This method allowed for the identification of patterns, challenges, and opportunities within the current administrative framework in Papua. The results were then interpreted in the context of existing theories of cultural governance and indigenous governance (Denzin & Lincoln, 2011), providing a nuanced understanding of the intersection between public administration and local wisdom in Papua.

By utilizing this method, the study provides a detailed exploration of how public service transformation in Papua can be effectively achieved through the integration of indigenous values. The findings of this research are expected to contribute to broader discussions on public administration reform in culturally diverse regions (Subekti, 2022) and offer practical recommendations for policymakers and administrators in Papua.

4. Result & Discussion

4.1. Integration of Indigenous Wisdom in Public Administration

One of the main findings of this study is the significant role that indigenous wisdom plays in transforming public services in Papua. The research reveals that traditional values such as *musyawarah* (deliberation) and *gotong royong* (mutual cooperation) are gradually being integrated into administrative practices at various levels of government. These values emphasize collective decision-making and social solidarity, fostering a more inclusive and participatory approach to public service delivery. In regions where customary leadership is strong, particularly in the highlands of Papua, local authorities have increasingly recognized the importance of involving traditional leaders in policy implementation (Hawa, 2021). This integration not only enhances public trust but also improves the effectiveness of service delivery by ensuring that services are relevant and culturally appropriate.

The study found that in areas where indigenous wisdom is actively incorporated into governance, community engagement has significantly increased. Traditional leaders serve as key intermediaries between the government and local communities, helping to bridge gaps in communication and understanding. By facilitating dialogue and gathering community input, these leaders play a crucial role in ensuring that public services align with the needs and aspirations of the people (Oxfam, 2020). This participatory governance model not only empowers local communities but also fosters a sense of ownership over public services, which is vital for their sustainability and success.

However, despite these positive developments, challenges remain in fully institutionalizing indigenous wisdom within formal bureaucratic structures. A notable issue is the lack of clear regulations that define the role of traditional leadership in public administration (Subekti, 2022). Without a legal framework that recognizes and supports the contributions of customary leaders, their authority and influence can be undermined. This absence of clarity often leads to conflicts between government officials and traditional leaders, resulting in tensions that can hinder effective collaboration. In some instances, public services continue to operate based on modern bureaucratic principles, with little regard for local customs and practices.

The duality of modern bureaucratic practices versus traditional governance poses significant challenges for the effective implementation of public services in Papua. In regions where customary practices are deeply rooted, the application of top-down bureaucratic policies can feel alien and disconnected from the local context. This dissonance can lead to resistance from communities, who may perceive government initiatives as intrusive or irrelevant. For example, programs designed without local input may fail to address specific community needs, ultimately leading to low participation and engagement from the very populations they are intended to serve (Savitri, 2020).

Furthermore, the integration of indigenous wisdom into public administration is often hampered by bureaucratic inertia and a reluctance to adapt established practices. Many government officials, trained primarily in conventional administrative methods, may lack the understanding or skills necessary to effectively collaborate with traditional leaders (Folke et al., 2005). This gap in knowledge can result in missed opportunities for creating synergistic relationships that

leverage both modern governance techniques and indigenous practices. The lack of training and resources to support this integration is a critical barrier that needs to be addressed.

To overcome these challenges, there is a pressing need for policy reforms that explicitly recognize the role of indigenous wisdom in public administration. By developing a legal and regulatory framework that outlines the functions and responsibilities of traditional leaders, the government can create a more cohesive approach to governance that respects both modern and traditional systems (Wahana, 2019). Additionally, capacity-building initiatives aimed at training government officials in cultural competency and participatory governance can facilitate more effective collaboration with indigenous communities.

Moreover, fostering an environment that encourages dialogue between government officials and traditional leaders can help align modern administrative practices with local customs. Initiatives such as community forums, joint planning sessions, and regular consultations can promote mutual understanding and respect. By actively engaging indigenous leaders in the policy-making process, the government can ensure that public services are not only effective but also culturally relevant, thereby enhancing their acceptance and success among local populations.

In conclusion, while the integration of indigenous wisdom into public administration in Papua presents both opportunities and challenges, the potential benefits far outweigh the obstacles. Embracing cultural values like *musyawarah* and *gotong royong* can lead to more effective, participatory, and inclusive governance. For public services to truly reflect the needs of the Papuan people, a concerted effort is required to bridge the gap between traditional and modern systems, fostering a collaborative environment that honors local wisdom while enhancing administrative efficiency.

4.2. Public Participation and Customary Leadership

The research shows that increasing public participation in decision-making processes is essential for improving public services in Papua. Engaging local communities not only empowers them but also ensures that their voices are heard in the formulation of policies that directly affect their lives (Savitri, 2020). Indigenous governance structures, which emphasize the role of customary leaders, play a pivotal role in mediating between the government and local communities. These leaders act as crucial bridges, ensuring that community needs and aspirations are reflected in public policies, thus enhancing the relevance and effectiveness of service delivery (Hawa, 2021).

Customary leaders possess deep cultural knowledge and understanding of local dynamics, making them invaluable resources in the governance process (Oxfam, 2020). They are often respected figures within their communities and can mobilize public support for government initiatives. The findings indicate that when public service reforms incorporate these customary roles, the delivery of services becomes more aligned with local expectations. For example, in areas where traditional leaders have been involved in planning and decision-making, public health campaigns and educational programs have seen significantly higher participation rates and better outcomes (Wahana, 2019).

Moreover, the study highlights the importance of recognizing and formalizing the role of traditional institutions in governance. The existence of *adat* (customary) councils, for instance, has been instrumental in the resolution of local disputes and in facilitating better communication between communities and the government (Subekti, 2022). These councils serve as forums for dialogue and negotiation, allowing community members to voice their concerns and influence decisions that impact their lives. This participatory approach not only fosters trust between the government and local communities but also leads to more equitable and just outcomes.

The effectiveness of *adat* councils in managing land use conflicts and resource distribution cannot be overstated. In many regions of Papua, land disputes can escalate into significant social tensions. However, when customary leaders facilitate discussions within these councils, they can mediate conflicts and arrive at mutually agreeable solutions that respect both community traditions and government regulations (Folke et al., 2005). This collaborative approach not only resolves disputes but also enhances community compliance with government initiatives, thereby strengthening the overall governance framework.

Strengthening the partnership between government officials and customary leaders is essential for improving public service delivery in Papua. However, this partnership requires intentional efforts to build capacity on both sides. Government officials need training in cultural competence to better understand and appreciate the dynamics of indigenous governance, while customary leaders could benefit from knowledge of administrative processes and policy frameworks (Hawa, 2021). Joint training programs and workshops can serve as platforms for knowledge exchange and collaboration, ultimately enhancing the effectiveness of public services.

Additionally, it is crucial for policymakers to create an enabling environment that supports the formalization of customary governance structures. This could include developing legal frameworks that recognize the authority of *adat* councils and outline their roles in public administration. By integrating traditional institutions into the formal governance structure, the government can ensure that public policies are not only culturally relevant but also more readily accepted by local communities (Savitri, 2020).

The research also indicates that public participation facilitated by customary leadership has positive implications for social cohesion. When community members feel that their perspectives are valued and considered in the decision-making process, it fosters a sense of belonging and ownership. This, in turn, cultivates a stronger community identity and solidarity, which are vital for the successful implementation of public services (Oxfam, 2020). As communities rally around shared goals and aspirations, the effectiveness of government initiatives is significantly enhanced.

In conclusion, the integration of public participation and customary leadership into the governance framework in Papua presents a promising pathway for improving public service delivery. By recognizing and formalizing the role of traditional institutions, enhancing capacity-building efforts, and creating supportive legal frameworks, the government can ensure that public services are not only effective but also resonate with the cultural values and needs of the Papuan people. This collaborative approach has the potential to transform the landscape of public administration in Papua, leading to more equitable and sustainable development outcomes.

4.3. Challenges in Transforming Public Services

Despite the potential of integrating indigenous wisdom into public administration, several challenges hinder the full transformation of public services in Papua. One of the primary obstacles identified in this study is the lack of human resources capable of navigating both modern administrative requirements and traditional governance systems. Many government officials are trained primarily in conventional bureaucratic methods, which can create a disconnect between their skill sets and the culturally appropriate service models needed in Papua. This gap in knowledge often results in a failure to effectively engage with local customs and practices, limiting the potential for meaningful public service reform.

Additionally, the geographical isolation and infrastructural limitations in Papua present significant barriers to effective public service delivery, particularly in remote areas. The study reveals that many rural and indigenous communities, especially those in the interior regions, remain underserved due to logistical constraints. These communities often face substantial delays in receiving essential services such as healthcare, education, and social welfare programs. While indigenous leaders can mobilize local resources and offer immediate, community-based solutions, these efforts are often insufficient for achieving long-term improvements. Comprehensive government intervention and increased investment in infrastructure are essential to ensure that public services can reach all communities, particularly those that are geographically isolated.

Furthermore, the challenge of policy alignment between central government initiatives and local needs remains a critical issue. National policies often lack the flexibility required to accommodate regional variations, especially in areas like Papua, where indigenous governance plays a central role in community life. This rigidity can lead to a disconnect between top-down policies and the realities faced by local communities, resulting in services that do not adequately address their unique needs. The study emphasizes the need for a more adaptive policy framework that allows for customization based on local contexts, enabling a better fit between government programs and community expectations.

In addition to these structural challenges, cultural barriers also play a significant role in impeding the transformation of public services. There is often a lack of awareness and appreciation among government officials regarding the importance of indigenous wisdom and its potential contributions to effective governance. This cultural insensitivity can lead to resistance from both government officials and local communities, further complicating efforts to integrate traditional practices into modern public administration. Training programs aimed at enhancing cultural competence among government officials could help bridge this gap, fostering a more respectful and collaborative relationship between the two systems.

Another critical challenge is the fragmentation of governance systems, where multiple stakeholders operate in silos without sufficient coordination. This lack of collaboration can lead to duplicated efforts and inefficiencies, ultimately undermining the effectiveness of public service delivery. For example, when various government departments pursue their agendas without consulting local leaders or communities, the resulting programs may conflict with one another or fail to address the most pressing needs of the population. To mitigate this issue, establishing inter-agency coordination mechanisms that include customary leaders and local representatives can enhance synergy and improve service delivery outcomes.

Moreover, the political landscape in Papua presents its own set of challenges. The ongoing tensions between various ethnic groups and the legacy of historical grievances can complicate efforts to implement public service reforms. In some cases, political interests may overshadow community needs, leading to policies that prioritize short-term gains over sustainable development. It is crucial for policymakers to remain attuned to these dynamics and to engage in genuine dialogue with all stakeholders to foster trust and cooperation.

Finally, the evaluation and monitoring of public services in Papua require significant enhancement. Currently, there is often a lack of reliable data on service delivery and community needs, which impedes the ability to assess the effectiveness of programs and identify areas for improvement. Developing robust data collection and analysis systems that incorporate local knowledge and perspectives will be vital for ensuring that public services are responsive to the needs of the communities they serve.

In conclusion, while the integration of indigenous wisdom into public administration offers significant potential for improving public services in Papua, several challenges must be addressed to realize this vision. By investing in human resource development, enhancing infrastructure, fostering policy alignment, and promoting cultural sensitivity and collaboration, the government can create a more conducive environment for the effective transformation of public services. Overcoming these obstacles will not only benefit local communities but also contribute to the broader goals of social equity and sustainable development in Papua.

4.4. Opportunities for Reform

The findings of this research suggest several promising opportunities for reforming public services in Papua through the incorporation of indigenous wisdom. One significant opportunity lies in the development of policies that explicitly recognize the role of traditional leaders in public administration. By formalizing this role, governments can create a framework for structured and effective collaboration between customary institutions and government agencies. Such collaboration is vital for enhancing community engagement and ensuring that public services are better aligned with local needs and expectations. Moreover, recognizing the authority of traditional leaders can bolster their legitimacy, empowering them to serve as effective mediators between the government and their communities.

Another crucial opportunity involves capacity building for both government officials and traditional leaders. Training programs that emphasize the importance of cultural sensitivity, local governance practices, and participatory approaches can help bridge the gap between modern bureaucratic procedures and indigenous governance systems. By equipping public servants with the necessary skills to work alongside traditional leaders, service delivery can become more responsive and relevant to the unique contexts of various communities. Additionally, joint training sessions can foster mutual respect and understanding, leading to a more collaborative governance environment.

In addition, the implementation of adaptive governance models offers a promising pathway for reform. Adaptive governance encourages flexibility in policy implementation, allowing adjustments to be made based on local conditions and community feedback. This model is particularly well-suited for Papua, where the diversity of cultures, languages, and customs necessitates a more tailored approach to governance. By adopting adaptive governance principles, public services in Papua could become more resilient and capable of addressing the unique challenges faced by indigenous communities, thereby enhancing their effectiveness and sustainability.

Furthermore, fostering public-private partnerships presents another opportunity for reform. Collaborations between government agencies, non-governmental organizations (NGOs), and local businesses can lead to innovative solutions for public service delivery. These partnerships can leverage the strengths of different sectors, mobilizing resources and expertise to implement community-driven initiatives. For instance, NGOs often have deep local knowledge and established relationships with communities, which can be instrumental in identifying service gaps and developing appropriate interventions.

The promotion of community-led initiatives is also a valuable opportunity for reform. Encouraging local communities to take an active role in the design and delivery of public services can lead to solutions that are more culturally appropriate and sustainable. By empowering communities to identify their own needs and contribute to service delivery, governments can enhance public trust and accountability. Moreover, community-led initiatives can serve as models for best practices, showcasing how indigenous wisdom can effectively inform public administration.

Another important opportunity lies in leveraging technology to enhance service delivery in Papua. Innovative technologies can facilitate communication and information sharing between government agencies and local communities, improving transparency and accountability. For example, mobile applications could be developed to allow residents to report service delivery issues or provide feedback on government programs. By harnessing technology in a culturally sensitive manner, public services can become more accessible and responsive to the needs of all citizens, particularly in remote areas.

Lastly, the creation of a feedback mechanism that includes community voices is essential for continuous improvement in public services. Establishing channels for regular community input and evaluation can help ensure that government initiatives remain relevant and effective. These feedback mechanisms could take the form of community forums, surveys, or participatory evaluation processes that involve both government officials and traditional leaders. By prioritizing community input, public administration can evolve in a way that genuinely reflects the aspirations and needs of the people it serves.

In conclusion, the integration of indigenous wisdom into public service reform in Papua presents numerous opportunities for enhancing governance and service delivery. By recognizing the role of traditional leaders, investing in capacity building, implementing adaptive governance models, fostering public-private partnerships, promoting community-led initiatives, leveraging technology, and establishing robust feedback mechanisms, the government can create a more inclusive and effective public administration. These reforms not only hold the potential to improve service delivery but also contribute to the broader goals of social justice, cultural preservation, and sustainable development in Papua.

4.5. Policy Implications

The transformation of public services in Papua through the integration of indigenous wisdom carries significant policy implications that are essential for fostering effective governance and enhancing service delivery. First and foremost, this study advocates for a comprehensive reevaluation of national policies to ensure they possess the flexibility needed to accommodate local customs and governance structures. Existing policies often operate on a one-size-fits-all model, which fails to recognize the rich diversity of Papua's cultural landscape. Policymakers must engage with local communities and traditional leaders to co-create policies that resonate with the unique social, economic, and cultural contexts of each region. This collaborative approach will not only promote inclusivity but also enhance the relevance and effectiveness of government initiatives.

Second, the findings underscore the urgent need for increased investment in both infrastructure and human resources to support the delivery of culturally appropriate services. Many areas in Papua, particularly remote and underserved

communities, lack the essential facilities and resources necessary for effective public service delivery. Investments in infrastructure—such as healthcare centers, schools, and transportation networks—are critical for bridging the service delivery gap. Additionally, enhancing human resource capabilities through training programs focused on cultural competence and local governance practices will equip government officials with the skills required to work collaboratively with traditional leaders and communities. This dual investment in infrastructure and capacity building is essential for fostering sustainable development and ensuring that public services meet the diverse needs of the population.

Furthermore, the formal recognition of customary leadership within public administration frameworks is vital for enhancing public trust and participation. Integrating traditional leaders into governance structures can help legitimize decision-making processes and empower communities to take an active role in shaping policies that affect their lives. Such recognition not only fosters a sense of ownership among community members but also builds a bridge of trust between the government and the people. When communities see their cultural values and leaders acknowledged in formal governance processes, they are more likely to engage with public services and initiatives, leading to improved outcomes and greater social cohesion.

Moreover, the integration of indigenous wisdom into public service delivery has implications for promoting social justice and equity. Policymakers must prioritize the inclusion of marginalized groups, such as women, youth, and indigenous peoples, in decision-making processes. This approach ensures that diverse perspectives are considered in the formulation of policies and programs, ultimately leading to more equitable access to services and resources. By actively involving these groups, the government can address systemic inequalities and foster an environment where all community members feel valued and heard.

In addition, the promotion of adaptive governance models, as highlighted in the study, offers a pathway for ongoing policy innovation and responsiveness. Policymakers should embrace flexibility in policy implementation, allowing for adjustments based on real-time feedback from communities. This adaptive approach enables governments to remain attuned to the evolving needs and aspirations of the population, fostering a culture of continuous improvement and responsiveness. By creating mechanisms for regular community input and evaluation, policymakers can ensure that public services evolve in alignment with local realities.

Finally, the implications of this study extend to the realm of intergovernmental relations. Enhanced collaboration between central, provincial, and local governments is essential for effective service delivery in Papua. Establishing clear lines of communication and coordination among different levels of government can facilitate the alignment of policies and resources, ultimately leading to more coherent and impactful public services. Such collaboration can also foster shared learning and best practices, ensuring that successful initiatives are scaled up and replicated across various regions.

In conclusion, the transformation of public services in Papua through the integration of indigenous wisdom necessitates a multifaceted approach to policy reform. By reevaluating national policies, investing in infrastructure and human resources, formally recognizing customary leadership, promoting social equity, embracing adaptive governance, and enhancing intergovernmental collaboration, policymakers can create a more inclusive and effective public administration. These policy implications are crucial for fostering sustainable development and ensuring that public services genuinely reflect and serve the diverse needs of the communities in Papua.

5. Conclusion

The transformation of public services in Papua through the integration of indigenous wisdom is a crucial step toward creating a more responsive administrative system that meets the needs of local communities. This research demonstrates that traditional values, such as deliberation and mutual cooperation, play a significant role in fostering an inclusive and participatory approach. By involving customary leaders in decision-making processes, the government can not only enhance public trust but also improve the effectiveness of the services provided. However, challenges such as the lack of human resources trained in culturally appropriate service models and infrastructure issues in remote areas remain obstacles that need to be addressed.

To achieve effective transformation, it is essential to formally recognize the role of customary leadership within public administration frameworks, alongside investments in capacity building and infrastructure development. An adaptive and collaborative approach between the government, customary leaders, and communities is vital to ensure that policies remain relevant and responsive. Through this collaboration, public services in Papua can be improved, delivering tangible benefits to all segments of society and creating a brighter future for generations to come.

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