

THE ROLE OF LOCAL GOVERNMENT IN THE DEVELOPMENT OF URBAN TOURISM IN BALI FROM THE PERSPECTIVE OF NEW PUBLIC SERVICE AND PUBLIC SERVICE

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Article History

Received: 1 February 2026

Accepted: 29 March 2026

Published: 13 April 2026

Abstract

The development of urban tourism in Bali represents a dynamic process of urban development that requires an active role of local governments in policy formulation and public service delivery. This study aims to analyze the role of local government in the development of urban tourism in Bali from the perspective of New Public Service and public service theory. A qualitative approach with a case study design was employed, focusing on Denpasar City. Data were collected through in-depth interviews, field observations, and document analysis of tourism-related policies and regulations. The data were analyzed thematically by linking empirical findings to the core principles of New Public Service, including public interest orientation, citizen participation, collaboration, and accountability. The findings indicate that local government has played a strategic role in planning and providing supporting facilities for urban tourism; however, the implementation of public services still faces challenges related to institutional capacity, fragmented authority, and limited public participation in decision-making processes. The study concludes that strengthening the New Public Service paradigm is essential to improve the quality of public services and to promote sustainable, inclusive, and equitable urban tourism development in Bali.

Keywords: Bali, Local Government, New Public Service, Public Services, Urban Tourism.

A. INTRODUCTION

The development of urban tourism in Bali has accelerated markedly over the past decade, particularly in city centers such as Denpasar, Kuta, and Seminyak. Urbanization driven by middle-class growth, increased tourist mobility, and diversification of tourism products has shifted part of visitation trends from nature-based destinations toward urban experiences that feature contemporary culture, creative cuisine, and public spaces as arenas for social interaction. Urban tourism in Denpasar, for example, has expanded rapidly with the emergence of creative spaces such as the Sanur Creative District and the revitalization of heritage areas such as Puputan Margarana Park, which has become a destination for urban-historical tourism. This case reflects a complex dynamic between tourism-driven economic growth and the need for high-quality public services, including the management of public spaces, transportation, cleanliness, safety, and tourism information, all of which fall under local government responsibility.

The role of local government in urban tourism development must be understood within the regulatory and policy context that has been established. Law of the Republic of Indonesia

<http://jurnaldialektika.com/>

Publisher: Perkumpulan Ilmuwan Administrasi Negara Indonesia

P-ISSN: 1412-9736

E-ISSN: 2828-545X

No. 10 of 2009 on Tourism positions local government as a key stakeholder in the planning, development, and control of tourism destinations within its jurisdiction. In practice, Bali Provincial Regulation No. 3 of 2013 on Tourism reinforces the obligation of local government to integrate tourism with comprehensive regional development, including urban tourism. These regulations should form an institutional and governance framework that enables optimal public service provision; however, realities on the ground indicate significant implementation challenges.

Denpasar is a relevant case study for illustrating both the challenges and opportunities faced by local government in integrating public service principles into urban tourism development. Denpasar City Regulation No. 5 of 2018 on Urban Area and Public Space Arrangement establishes technical guidelines for spatial planning, heritage preservation, and adequate public facilities for residents and visitors. In practice, several urban tourism nodes such as Gajah Mada Street and Hayam Wuruk Street experience concentrated tourist activities that require rapid municipal responses in crowd management, pedestrian organization, and the provision of sanitation facilities. These conditions suggest that although a regulatory framework exists, inter-agency coordination (for instance, among the Tourism Office, Transportation Office, and Environmental Office) still requires strengthening to achieve integrated public service delivery.

The New Public Service (NPS) approach provides a strong theoretical foundation for evaluating the local government's role in this context. The NPS paradigm emphasizes that government is not merely a bureaucratic regulator of public space, but a servant of citizens who must uphold participation, democracy, transparency, and accountability in policymaking and public service delivery. Implementing NPS in urban tourism requires active engagement of multiple stakeholders, including local communities, creative business actors, academics, and tourists, to collectively define service priorities, quality standards, and oversight mechanisms for policy implementation. Such engagement is reflected in development planning documents, including the Bali Regional Medium-Term Development Plan (RPJMD) 2021-2026, which highlights public participation as part of an inclusive tourism development strategy.

High-quality public services in urban tourism are not limited to physical infrastructure provision, but also include non-physical aspects such as information, safety, and visitor experiences that respond to user needs. Field observations in the Kuta Legian area indicate that international tourists frequently complain about the slow responsiveness of tourism information services and the lack of integrated urban transport services, while local residents raise concerns about negative externalities such as congestion and rising rental prices. This situation signals a gap between formal policy and field-level implementation, pointing to the need for stronger bureaucratic capacity and greater reliance on collaborative principles in decision-making.

Technical regulations, such as Denpasar Mayor Regulations on Public Service Standards in the tourism sector, provide operational guidance regarding service time standards, public complaint mechanisms, and service performance indicators. However, challenges persist due to weak real-time monitoring and evaluation systems for service performance. The adoption of smart city-based information technology for tourism services remains at an early stage, limiting its effectiveness in responding to the temporal and heterogeneous dynamics of urban tourism demand. These issues underscore the importance of responsive and data-driven (evidence-based) policy adaptation as part of modern public administration practice.

The linkage between the New Public Service theory and the case of urban tourism in Bali indicates that the role of local government extends beyond administrative functions to include the normative dimensions of democratic and participatory service values. Integrating NPS

principles across each phase of the policy cycle from agenda setting and formulation to implementation and evaluation is expected to produce urban tourism that is not only economically competitive but also socially and culturally robust. Scholarly inquiry into local government roles in the intersections of regulation, public services, and community participation is therefore crucial to bridging the gap between normative expectations and implementation realities in Bali.

B. LITERATURE REVIEW

Habitus and Cultural Capital

Habitus explains that an agent's ways of thinking and acting are formed through dispositions internalized over a long span of social experience, so intellectual preferences and modes of expression are never neutral. Habitus operates together with the "field" (arena), which is structured by rules and hierarchies, allowing interpretive practices to be understood as reflecting a mufassir's position within ecosystems of religious authority, education, and knowledge production. Cultural capital (knowledge, competencies, academic credentials, and literacy traditions) as well as symbolic capital (legitimacy, charisma, and reputation) shape how a mufassir interprets texts, invokes authoritative sources, and selects linguistic and script mediums. Script choice can be treated as a practical strategy that follows the logic of the arena Islamic boarding schools (pesantren), academia, or local communities each characterized by different standards of "acceptability." This framework enables Indonesian tafsir traditions to be read as outcomes of the interaction between the mufassir's socio-educational background, audience demands, and surrounding structures of authority (Bourdieu, 1977; Bourdieu, 1986).

Operational indicators:

- Educational background and pathways of knowledge transmission (pesantren, university, *ṭarīqa* networks, local learning).
- Forms of cultural capital (language competence, reference texts, literacy traditions).
- Symbolic capital (kiai/ulama authority, academic legitimacy, institutional position).
- Arenas of tafsir production (pesantren, universities, Islamic organizations, ethnic communities).
- Tafsir communication strategies (tahlili/thematic, Sufi/fiqh-social, popular/academic).
- Script-medium preference as a "practice" aligned with the arena and intended audience.

Language Ideology and Script Choice

Language ideology treats language and writing systems not merely as tools of communication, but as carriers of social beliefs about purity, authority, modernity, and group identity. Script choice can be understood as an indexical sign, namely a marker that "signals" particular social affiliations, for example Latin script with modern institutions, Pegon with pesantren traditions, Jawi with the Malay-Islamic cosmopolis, or Lontara with Bugis–Makassar identity. This ideology operates through a process of naturalization, in which a given script choice comes to be seen as "natural" for a specific group and becomes a standard that is rarely questioned. This framework helps explain how scripts structure access, legitimacy, and a sense of proximity to revelatory meaning within local communities without reducing Qur'anic interpretation to a merely technical graphemic issue. The concept of language ideology also facilitates analysis of the relationship between script, power, prestige, and the boundaries of interpretive communities (Silverstein, 1979; Woolard & Schieffelin, 1994; Irvine & Gal, 2000). Operational indicators:

- Social meanings attached to scripts (prestige, tradition, modernity, sacredness).
- Identity functions (markers of pesantren, Malay-Islamic, Bugis ethnicity, Indonesian-national identity).

- Domains of use (religious study circles, *kitab kuning*, modern schools, publishing, digital platforms).
- Legitimation mechanisms (who is considered “authorized” to use a given script).
- Reader accessibility (readability, literacy reach, audience segmentation).
- Standardization practices (spelling, transliteration, editorial norms, curricular/institutional regulation).

Reception and the Reader’s Horizon of Expectations

Reception theory views textual meaning as emerging from the encounter between the text and its readers; interpretation therefore continually negotiates with a “horizon of expectations” shaped by readers’ historical experiences, education, and cultural background. In Qur’anic exegesis, the *mufassir* can be understood as a mediator who anticipates the audience’s interpretive needs and then adjusts explanatory strategies, terminology choices, and script medium so that Qur’anic messages are received effectively. Differences across readership communities produce different reception patterns, meaning that local scripts and languages function to reduce cognitive and cultural distance from the sacred text. This framework also enables an assessment of how tafsir constructs an “interpretive community,” namely groups of readers who share particular reading practices and, in doing so, reinforce interpretive authority. Accordingly, script variation can be treated as a receptive strategy that is directly tied to the intended audience, the kind of understanding expected to form, and the form of reader engagement sought (Jauss, 1982; Iser, 1978; Fish, 1980).

Operational indicators (concise):

- Target audience profile (santri, academics, ethnic communities, general readers).
- Horizon of expectations (dominant values, learning traditions, sensitivity to socio-religious issues).
- Readability strategies (glossaries, local examples, language style, explanatory structure).
- Evidence of reception orientation (prefaces, stated aims, ways of addressing readers’ needs).
- Traces of interpretive communities (study circles, pesantren, classes, publishing networks).
- Context responsiveness (colonialism/modernity/nationhood/locality issues in interpretation).

C. RESEARCH METHODOLOGY

This research uses a qualitative approach with a case study design to gain a deeper understanding of the role of local government in urban tourism development in Bali. A qualitative approach was chosen because the research focuses on the processes, meanings, and dynamics of public policies and services that cannot be measured quantitatively alone. The case study was used to contextually explore public governance and service practices in urban tourism development, particularly in areas that represent the characteristics of urban tourism in Bali.

The research location was selected in Denpasar City, the center of government, economy, and urban tourism activities in Bali Province. The location was selected based on the consideration that Denpasar presents a highly complex urban tourism landscape, encompassing public space management, heritage preservation, urban infrastructure provision, and intensive interactions between local communities and tourists. Areas such as the historic city center, urban public spaces, and creative areas were the focus of observation to obtain an empirical picture of policy implementation and public services.

The research data sources consisted of primary and secondary data. Primary data were obtained through in-depth interviews with purposively selected key informants, including

local government officials within regional agencies related to tourism and public services, urban tourism destination managers, tourism business actors, and local community representatives. Primary data was also strengthened through direct observation of public service delivery in urban tourism areas, such as the condition of public facilities, tourism information systems, and interactions between service personnel and users. Secondary data was obtained through a review of policy documents, laws and regulations, local government performance reports, development planning documents, and scientific publications relevant to the research topic.

Data collection techniques included semi-structured interviews, non-participatory observation, and documentation studies. Semi-structured interviews allowed researchers to explore informants' views, experiences, and perceptions regarding the role of local government in urban tourism development, while also providing flexibility for in-depth exploration of emerging issues in the field. Non-participatory observation was conducted to directly observe public service practices and the actual conditions of urban tourism areas without directly participating in the observed activities. Documentation studies were conducted to assess consistency between formal policies, regulations, and implementation in the field.

Data analysis was conducted using the Miles and Huberman interactive analysis model, which includes data reduction, data presentation, and conclusion drawing. Data obtained from various sources were analyzed thematically, linking them to the New Public Service theoretical framework and the concept of public service. The analysis process was conducted simultaneously from the data collection stage to the final stage of the research, allowing for adjustments to the analytical focus based on empirical findings. Data validity was maintained through triangulation of sources and methods to ensure the consistency and reliability of the information obtained.

The research analysis framework is based on the core principles of the New Public Service, namely orientation toward the public interest, community participation, accountability, transparency, and collaboration in the delivery of public services. These principles are used as an analytical lens to assess the extent to which the role of local governments in developing urban tourism in Bali reflects democratic and citizen-oriented public administration practices. The results of the analysis are expected to provide a comprehensive understanding of the challenges, opportunities, and strategies for strengthening the role of local governments in realizing sustainable and equitable urban tourism development.

D. RESULT AND DISCUSSION

The Role of Local Governments in Urban Tourism Planning and Development

Local governments in Indonesia play a strategic role in urban tourism planning and development through various policy instruments, including spatial planning, budgetary policies, and technical regulations. Local government strategic planning is reflected in the regional medium-term development planning (RPJMD) document, which includes urban tourism as a priority for city economic development, based on the creative economy and local culture to increase urban economic productivity, city competitiveness, and the city's image as a quality urban tourism destination. Urban tourism policy formulation accommodates a combination of economic, social, cultural, and environmental functions within the context of the dynamic development of large cities like Denpasar in Bali. Data from urban heritage tourism studies in the Jl. Thamrin and Jl. Dr. Soetomo corridors indicate that the utilization of Balinese historical and architecturally valuable physical assets has become a priority for city governments to support the achievement of regional revenue targets, job creation, and the

utilization of local potential through city corridor designs that attract urban tourists and increase city tax and levy contributions.

Local governments establish priority areas for urban tourism through regional regulations and city spatial plans, which regulate the function of urban space as both a living space for residents and a tourist activity node. This ensures that urban tourism does not negatively impact the use of environmental space and the social functions of local communities. This planning includes zoning for heritage tourism, pedestrian-friendly public spaces, pedestrian planning, and a development regime that requires compliance with sustainable building standards, public safety, and integration with urban transportation modes.

Local government regulations actively accommodate urban tourism by developing technical regulations and investment incentives for the development of modern tourism facilities, enforcing public service standards at city tourist attractions, and by protecting cultural assets and standards for urban heritage conservation. Local governments also establish urban ecotourism development policies that promote sustainability principles, efficient use of urban space, and improvements in air quality, cleanliness, and waste management to maintain the overall quality of the city's environment.

The local government's budget allocation function increases investment in urban infrastructure by financing supporting facilities for urban tourism, such as tourist information centers, pedestrian paths, public facilities, public Wi-Fi, digital signage, pedestrian areas, and community creative spaces. This infrastructure development broadens the appeal of urban tourism destinations and improves affordability and comfort for domestic and international visitors.

Local governments play a cross-sectoral coordinating role in bringing together various actors in urban tourism development, including the private sector, creative industry associations, academic institutions, and local communities. This role includes collaborative planning forums, development planning deliberations, public consultations, and technical workshops formally facilitated by local governments to build policy legitimacy and design participatory strategies. Public participation mediated by local governments is representative but has not yet demonstrated substantive involvement in strategic decision-making for urban tourism development due to limited community capacity in technical public planning mechanisms.

The role of local governments in urban tourism promotion and marketing involves the use of digital technology in destination campaigns, including the development of digital city tourism platforms, the use of social media for promotion, the implementation of smart tourism systems for tourism experiences with databases and analytics to monitor tourist behavior, and digital ticketing mechanisms that increase the tax base and potential local revenue through the formalization of tourism transactions. Recent research highlights that the digitalization of urban tourism supports increased government revenue through expanding the tax base, improving administrative compliance, and automating services that reduce bureaucratic inefficiencies.

Local governments have a regulatory and control role in socio-economic impacts, particularly in addressing urban tourism challenges such as overtourism, environmental damage, congestion, rising land prices, and the potential loss of local cultural identity due to tourism commercialization. Technical policies such as limiting tourist numbers, regulating visitor routes, managing urban waste, and protecting strategic public spaces are all forms of local government intervention to maintain residents' quality of life and the sustainability of the city's attractiveness.

Functionally, the role of local governments in urban tourism reflects the integration of planners, regulators, facilitators, digital innovation drivers, promoters, and environmental

impact controllers, as explicitly outlined in various regional policy documents and recent academic studies. Local governments' contributions to urban tourism encompass not only increasing tourist arrivals but also strengthening city identity, empowering local community capacity, and creating long-term economic value through destination management oriented toward socio-cultural and environmental sustainability.

Public Service Delivery in Urban Tourism

The provision of public services is a key determinant of the success of urban tourism development in Bali, particularly in urban areas like Denpasar, the center of government, economy, and culture. Field observations and interviews with stakeholders indicate that the quality of public services directly contributes to tourist perceptions, comfortable mobility, and the sustainability of urban tourism activities. The local government in Bali has developed various public facilities to support urban tourism, including green open spaces, thematic city parks, culturally based pedestrian areas, urban public transportation, environmental sanitation facilities, and digital-based tourism information services. The provision of these facilities is integrated with urban planning efforts that prioritize aesthetic values, local wisdom, and principles of sustainability.

Public spaces such as Lumintang Park, Puputan Badung I Gusti Ngurah Made Agung Square, and the heritage areas of Jalan Gajah Mada and Jalan Thamrin serve as hubs of social interaction, bringing together local communities, creative economy players, and domestic and international tourists. These public spaces serve not only as recreational facilities but also as venues for cultural expression, artistic activities, and the informal economy, strengthening Bali's urban identity. Data from the Bali Provincial Tourism Office shows an increase in tourist interest in city-based, cultural, and public space-based tourism activities in recent years, in line with the recovery of the tourism sector post-pandemic and the diversification of non-mass tourism products.

The physical condition of public facilities in Bali's urban tourism areas is relatively adequate in terms of availability and accessibility, particularly in the city center and priority tourism zones. Disparities in service quality remain between city areas, particularly in buffer zones and densely populated settlements, which have not yet fully achieved equal public service standards. Differences in the quality of cleanliness, street lighting, pedestrian facilities, and transportation management indicate that urban tourism public services still face challenges in equalizing services and ensuring consistent operational standards across regional agencies.

Public service, from the New Public Service perspective, places citizens and service users as the primary subjects in the service process, not merely passive beneficiaries. The values of responsiveness, fairness of service, accountability, and a focus on the public interest are key principles in the implementation of public tourism services. Research findings indicate that local governments in Bali have established public complaint mechanisms through digital channels, integrated complaint services, and community communication forums. The responsiveness of government officials in addressing complaints from tourists and local communities remains suboptimal, particularly regarding issues of cleanliness, congestion, parking, and the orderliness of informal vendors in urban tourism areas.

Limited coordination across regional agencies is a major obstacle to the effectiveness of urban tourism public services in Bali. Urban tourism service management involves multiple sectors, including transportation, the environment, cleanliness, tourism, public order, and regional planning. Fragmented authority and a lack of integrated service management systems result in slow and inconsistent follow-up of public complaints. This situation demonstrates that the challenges of urban tourism public services in Bali are structural and institutional, not merely operational technical issues.

Strengthening the institutional capacity of public services is a strategic necessity to support the development of sustainable urban tourism in Bali. The development of an integrated digital-based public service system, improving the competency of service personnel, and implementing minimum service standards specifically for urban tourism are crucial steps to improve service quality. The New Public Service approach requires local governments to act not only as service providers but also as facilitators of collaboration between communities, businesses, and tourists in creating an inclusive and equitable urban tourism experience.

The delivery of public services in urban tourism in Bali reflects the transition from administrative services to public services oriented toward public value and shared prosperity. The success of public services is measured not only by the availability of physical facilities, but also by the ability of local governments to respond to the needs of service users, maintain the quality of public spaces, and ensure that urban tourism development provides tangible benefits to local communities without sacrificing cultural identity and the quality of urban life.

Collaboration and Stakeholder Participation in Urban Tourism Development in Bali

Urban tourism development in Bali takes place within a multi-stakeholder context, reflecting the complexity of urban tourism governance. Research shows that local governments, tourism businesses, creative communities, traditional villages, and local communities are involved in various stages of urban tourism development, particularly in urban areas such as Denpasar City and the buffer zones of cultural destinations. Local governments act as facilitators of collaboration through organizing city tourism events, developing cultural and creativity-based tourism areas, and establishing program partnerships between the public and private sectors. This collaboration has encouraged the emergence of a variety of urban tourism products, such as heritage tourism, local culinary tourism, arts festivals, creative public spaces, and community-based economic activities that strengthen the city's appeal as a non-natural tourist destination.

Stakeholder collaboration in Bali is evident in the management of urban heritage areas, the organization of cultural festivals, and the development of creative public spaces involving local artists, MSMEs, and youth communities. These activities contribute to the diversification of urban tourism products and expand the economic benefits of tourism for local communities, particularly through increased income for small businesses, informal employment opportunities, and the strengthening of the city's cultural identity. Urban tourism in Bali is positioned not only as an economic activity but also as a medium for cultural preservation and a space for social interaction that connects tourists with local community life.

The New Public Service principle places collaboration and participation as primary instruments in achieving the public interest through dialogue, consensus, and cooperation among stakeholders. Research findings indicate that collaboration patterns in urban tourism development in Bali are still dominated by a sectoral approach, with cross-actor coordination not yet fully integrated into a coherent collaborative governance framework. The involvement of business actors and creative communities tends to focus on program and event implementation, while strategic planning and policy direction for urban tourism development remain under the dominance of local governments.

The role of local communities in urban tourism development in Bali remains largely limited to operational and implementation functions, such as providing support services, providing cultural events, and providing small-scale creative economy actors. Community involvement in policy formulation, determining regional priorities, and evaluating urban tourism policies is not yet fully substantive. This situation demonstrates a gap between the

ideals of participation within the New Public Service perspective and the practices of urban tourism governance at the regional level. Local communities have not been fully positioned as strategic partners in public decision-making, but are still treated as implementers of government-designed programs.

The limited deliberative participation mechanisms are a major challenge to collaboration among urban tourism stakeholders in Bali. Available participatory forums are more formal and representative, such as development planning meetings and public consultations, without ongoing dialogue and significant influence on policy decisions. The fragmentation of interests among regional government agencies and a suboptimal cross-sectoral coordination system weaken the effectiveness of collaboration, which should be the foundation of inclusive urban tourism governance.

Strengthening the co-production mechanism of public services is a strategic necessity for urban tourism development in Bali. The co-production approach requires the active involvement of the community and non-governmental stakeholders throughout the public policy cycle, from planning, implementation, and evaluation of tourism public services. Implementing this approach has the potential to increase policy legitimacy, the quality of public services, and community ownership of urban tourism development. Local governments play a crucial role in creating an equitable, transparent, and sustainable collaborative space so that urban tourism not only generates economic growth but also strengthens social cohesion and the well-being of local communities.

Stakeholder collaboration and participation in urban tourism in Bali reflect the dynamic transition of public governance from a hierarchical to a collaborative approach. The success of future urban tourism development depends heavily on the ability of local governments to institutionalize cross-actor collaboration and encourage community participation as active stakeholders in development. Urban tourism, based on the principles of the New Public Service, creates space for the creation of sustainable public value through partnerships, dialogue, and shared responsibility among all stakeholders.

Regulatory Implementation and Challenges of Urban Tourism Governance in Bali

The implementation of urban tourism development in Bali is supported by a relatively comprehensive and hierarchical regulatory framework, ranging from tourism laws and government regulations to regional regulations and regional head regulations. A document review shows that these regulations explicitly stipulate the role of local governments in managing urban tourism destinations, providing public services supporting tourism, controlling environmental impacts, and preserving Balinese cultural values and local wisdom. Regional policies, such as regional tourism development master plans and spatial plans, are crucial instruments in directing urban tourism development to align with the vision of culture-based and sustainable regional development.

The urban tourism regulatory framework in Bali positions local governments as the primary actors in urban destination governance through planning, regulation, supervision, and facilitation. These regulations provide legitimacy for local governments to establish priority urban tourism areas, regulate the use of public spaces, and establish public service standards in tourist areas. Regulations regarding the preservation of the city's cultural and historical heritage reflect the local government's normative commitment to maintaining Bali's identity as a culture-based tourism destination while simultaneously responding to the dynamics of urbanization and urban modernization.

The implementation of regulations in the field reveals a gap between policy norms and urban tourism governance practices. Research indicates that policy consistency remains a major challenge, particularly in the application of zoning regulations, controlling economic activity in public spaces, and enforcing tourism public service standards. Differences in

regulatory interpretations among regional government agencies result in inconsistent policy implementation across urban areas. This situation has resulted in disparities in the quality of public services and urban tourism destination management across Bali's urban areas.

A public administration perspective emphasizes that policy effectiveness is strongly influenced by institutional implementation capacity. Research findings indicate that fragmentation of authority among regional government agencies is a structural obstacle to urban tourism governance in Bali. Urban tourism management involves various sectors such as tourism, transportation, the environment, sanitation, public order, and regional planning. Limited cross-sectoral coordination mechanisms lead to overlapping programs, weak oversight, and delayed responses to on-the-ground issues such as congestion, cleanliness, and the management of informal vendors in urban tourism areas.

The human resource capacity of regional government officials also impacts the effectiveness of urban tourism regulation implementation. Limited technical competency in destination management, tourism public services, and multi-stakeholder collaboration management impacts the quality of policy implementation. Regional budget constraints limit the scope for innovation in public services and hinder the equitable development of supporting infrastructure for urban tourism. This situation demonstrates that challenges in urban tourism governance in Bali stem not only from regulatory aspects, but also from the ability of public institutions to translate policies into effective operational actions.

The research findings align with the New Public Service perspective, which emphasizes the importance of accountability, institutional integrity, and a focus on public values in the delivery of public services. The implementation of urban tourism regulations in Bali still faces challenges in ensuring cross-sectoral accountability and transparency in public decision-making. Policy evaluation and public oversight mechanisms have not fully functioned as adaptive policy correction instruments to the dynamic needs of the community and tourists.

Strengthening urban tourism governance in Bali requires an integrated and collaboration-oriented institutional approach. Harmonization of cross-sectoral regulations, strengthening the capacity of civil servants, and integrating planning and budgeting systems are key prerequisites for increasing the effectiveness of policy implementation. The New Public Service approach requires local governments to focus not only on regulatory compliance but also on creating public value through responsive, equitable, and sustainable services.

The implementation of urban tourism regulations in Bali reflects the dynamic transition in public governance from an administrative approach to collaborative governance oriented toward the public interest. The success of urban tourism development is not solely determined by the completeness of regulations, but also by the ability of local governments to build institutional capacity, maintain policy consistency, and ensure that urban tourism governance delivers tangible benefits to local communities and the sustainability of Balinese culture.

Implications for the New Public Service Paradigm in Urban Tourism Development in Bali

The research findings indicate that urban tourism practices in Bali have demonstrated a shift in the role of local government from mere regulator to public service provider. However, this transformation does not fully reflect the comprehensive New Public Service paradigm. Local governments have demonstrated commitment to providing public facilities, improving urban infrastructure, and strengthening destination image through culture- and creativity-based tourism development policies. Policy orientation remains dominated by the logic of economic growth, increasing tourist visits, and strengthening destination

competitiveness. Consequently, citizen participation, social justice, and local community empowerment have not been a primary focus in urban tourism policy planning and implementation.

Public service in the context of urban tourism in Bali is still predominantly understood as the provision of physical infrastructure, destination management, and tourism administrative services. This perspective indicates that public service has not been fully understood as a democratic process that places citizens as the primary subject in creating public value. Local communities, traditional villages, and creative communities are often involved in program implementation, while their involvement in policy formulation, development priority setting, and policy evaluation remains limited. This situation indicates a gap between the normative principles of New Public Service, which emphasize service to citizens, and the practice of urban tourism governance, which remains top-down.

The theoretical implications of this research's findings indicate that implementing the New Public Service paradigm in urban tourism development in Bali requires a fundamental shift in the perspective and practices of local government. The shift from a steering paradigm to a serving paradigm requires local governments to position themselves as facilitators of public dialogue, guardians of common interests, and collaborative partners with the community. Local governments are required to expand the space for public deliberation, strengthen transparency and accountability in decision-making, and substantively integrate local community aspirations into urban tourism policies.

The New Public Service paradigm emphasizes that the success of public services is measured by the government's ability to create public value, not solely efficiency or economic output. In the Balinese context, public value in urban tourism includes cultural preservation, protection of local community living spaces, equitable distribution of economic benefits, and social and environmental sustainability. Implementing this paradigm requires local governments to develop a public service model based on collaboration and co-production, so that communities are not merely beneficiaries of tourism but also active actors in the planning, management, and oversight of urban tourism.

Practical implications of implementing the New Public Service in Bali's urban tourism include the need to strengthen institutional capacity, reformulate public participation mechanisms, and integrate across sectors and stakeholders within an inclusive governance framework. A collaborative public service model has the potential to increase policy legitimacy, strengthen community ownership of tourism development, and minimize social conflict caused by unequal benefits and the pressures of urbanization. Urban tourism managed based on New Public Service values enables a balance between economic interests, cultural sustainability, and the quality of life for Bali's urban communities.

The normative implications of this research confirm that the New Public Service paradigm provides a relevant conceptual framework for assessing and improving urban tourism governance practices in Bali. Strengthening public service orientation based on participation, social justice, and collaboration is a prerequisite for sustainable urban tourism development. The success of urban tourism is measured not only by achieving economic targets and destination image, but also by the ability of local governments to serve the public interest, maintain cultural identity, and empower local communities as the legitimate owners of urban space and culture.

E. CONCLUSION

This research confirms that local governments play a central role in urban tourism development in Bali through policy functions, institutional management, and public service delivery oriented toward community interests. Urban tourism develops as part of the

dynamics of urban development, requiring the integration of economic, social, cultural, and environmental interests. Local governments serve not only as regulators and service providers but also as strategic actors, determining the direction of urban tourism development to align with regional development goals and sustainability principles.

Analysis based on the New Public Service perspective shows that urban tourism development practices in Bali do not fully reflect the core values of this paradigm. Policy and public service orientations still tend to position the community as beneficiaries, rather than as citizens actively involved in the decision-making process. Public participation, collaboration between stakeholders, and democratic accountability mechanisms have not been firmly institutionalized in urban tourism governance, limiting the space for the co-production of public services, a key characteristic of the New Public Service.

The research findings indicate that the quality of public services in urban tourism is influenced by the institutional capacity of local governments and the effectiveness of cross-sectoral coordination. Fragmentation of authority, limited human resources, and a weak monitoring and evaluation system have resulted in suboptimal responsiveness of services to the needs of the community and tourists. This situation emphasizes that the existence of regulations and planning documents is insufficient to guarantee effective implementation without the support of adaptive governance based on public service values.

The overall research findings lead to the conclusion that strengthening the role of local governments in urban tourism development in Bali requires a transformation of the public administration paradigm toward democratic, participatory, and public interest-oriented service practices. Internalizing the principles of the New Public Service throughout all stages of the urban tourism policy cycle is a prerequisite for realizing urban tourism that is not only economically competitive but also socially just, culturally sustainable, and responsive to the needs of city residents. This conclusion provides a conceptual contribution to the development of Public Administration studies and strengthens the relevance of the New Public Service paradigm in the context of urban tourism management in the regions.

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