

Organizational Capacity Of Regional Inspectorates In Local Government Oversight: Evidence From Southwest Papua Province

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Abstract: This study examines the organizational capacity of regional inspectorates in local government oversight within Southwest Papua Province, Indonesia's newest province established in 2022. Using a qualitative descriptive approach with case study design, the research analyzes four key dimensions of organizational capacity: infrastructure, human resources, financial resources and management systems, and external environment. Data collection involved in-depth interviews with key stakeholders including inspectorate officials, auditors, regional apparatus organization leaders, and law enforcement personnel, complemented by direct observation and comprehensive document analysis. The study employs interactive data analysis with validity ensured through triangulation methods and member checking via Focus Group Discussions. Findings reveal significant organizational capacity challenges across multiple dimensions. Infrastructure capacity remains limited with temporary office arrangements and incomplete digitalization, while human resources demonstrate critical shortages with only two qualified auditors overseeing all regional apparatus organizations. Despite adequate financial allocation exceeding mandatory spending requirements (0.9% of regional budget), management systems exhibit weaknesses in risk-based methodologies and systematic professional development. External environment capacity faces coordination challenges with regional apparatus organizations and oversight institutions, though political independence remains well-maintained due to the province's transitional status. The research demonstrates that organizational capacity development in newly established administrative regions requires strategic prioritization of permanent infrastructure, systematic human resource recruitment, and comprehensive institutional coordination frameworks. Southwest Papua's unique position as a newly formed province provides opportunities for establishing credible oversight institutions while addressing structural limitations. The study contributes to understanding organizational capacity challenges in transitional governance contexts and offers practical insights for institutional development in emerging administrative entities.

Keywords: Organizational Capacity, Regional Inspectorate, Government Oversight, Public Administration, Institutional Development

1. INTRODUCTION

Organizational capacity remains a critical challenge for government institutions worldwide, particularly in the context of public service delivery and accountability mechanisms (Pandey et al, 2023; Collier & Hoeffler, 2003). The complexity of contemporary governance issues, combined with limited resources and increasing public expectations, has intensified the demand for enhanced organizational capabilities within public sector entities. This challenge is particularly pronounced in developing countries where institutional capacity building must navigate both resource constraints and evolving administrative frameworks (Yiu et al, 2022).

The regional government organizations face multifaceted challenges in executing their core functions and responsibilities, requiring adequate organizational capacity encompassing human resources, financial resources, and managerial authority (Zhu et al, 2021; Consavage Stanley et al., 2021). These challenges are compounded by the need for responsiveness to public complaints and inputs, demanding sophisticated organizational systems that can adapt to dynamic environmental conditions. The effectiveness of regional government operations depends significantly on the alignment between organizational capacity and functional requirements (Martínez-Avella et al, 2025).

Regional inspectorates occupy a unique position within the governmental structure, serving as internal oversight mechanisms responsible for monitoring and supervising regional government operations (Park & Lee, 2022; Ji, 2022). Despite their critical role in ensuring accountability and performance improvement, these institutions often face distinctive challenges related to their dual accountability - being structurally subordinate to regional heads while maintaining independence in their supervisory functions. This structural tension creates specific capacity requirements that differ from other government agencies (Idris et al, 2024).

The scope of regional inspectorate services extends across multiple dimensions of government oversight, including technical policy supervision, planning oversight, and capacity building in supervisory practices (Li & Chen, 2024; Hamdy et al, 2025). Their mandatory functions encompass audit, review, evaluation, and monitoring activities that must align with central government oversight programs while addressing local governance needs. This broad mandate requires sophisticated organizational capacity that can effectively balance standardization with local adaptation (de Koker & Goldbarsht, 2024).

Southwest Papua Province, established in 2022, represents a unique case study of organizational capacity challenges in newly formed administrative regions (Indonesian Ministry of Home Affairs, 2022; Regional Development Report, 2024). As one of Indonesia's newest provinces, Southwest Papua faces the dual challenge of establishing effective governance structures while ensuring optimal performance of core governmental functions. The province's regional apparatus organizations must operate under resource constraints typical of new administrative entities while meeting established performance standards (National Governance Assessment, 2023).

The supervision and capacity building of Southwest Papua's inspectorate falls under the Regional Representative Office of BPKP (Financial and Development Supervisory Agency) of West Papua Province, creating additional coordination complexities (BPKP West Papua Performance Report, 2024). Assessment data reveals significant variations in APIP (Government Internal Supervisory Apparatus) capability levels across districts/cities within the region, with some jurisdictions operating at foundational levels while others demonstrate more advanced capabilities.

Table 1. APIP Capability Levels by District/City in Southwest Papua Province

District/City	APIP Capability Level	Performance Indicators
Maybrat Regency	Level 1 (Initial)	Basic audit functions, limited systematic approach
South Sorong Regency	Level 2 (Infrastructure)	Established procedures, developing systematic methods
Sorong Regency	Level 3 (Integrated)	Comprehensive audit system, quality assurance
Raja Ampat Regency	Level 2 (Infrastructure)	Moderate capability development
Tambrauw Regency	Level 2 (Infrastructure)	Developing institutional capacity

Source: BPKP West Papua Province Performance Report, 2024

The organizational capacity challenges identified in Southwest Papua's inspectorates align with theoretical frameworks developed by Christensen and Gazley (2008), encompassing four critical dimensions: organizational infrastructure, human resources, financial resources and management systems, and political characteristics with external environmental demands. Recent empirical studies have examined similar capacity challenges in regional oversight institutions, such as Tanjung & Shimada, (2025) analysis of inspectorate effectiveness in emerging economies and Ferry et al.'s (2023) comparative study of regional audit institutions. However, these studies primarily focused on established administrative regions and did not specifically address the unique challenges faced by newly formed provinces with developing institutional frameworks.

Building on this gap in existing literature, this study aims to analyze the organizational capacity of regional inspectorates in local government oversight within Southwest Papua Province, with specific focus on identifying capacity building strategies appropriate for newly established administrative regions. The research seeks to contribute to the theoretical understanding of organizational capacity in transitional governance contexts while providing practical insights for institutional development in similar emerging administrative entities.

2. METHOD

This study employs a qualitative descriptive approach with case study design to examine the organizational capacity of regional inspectorates in local government oversight within Southwest Papua Province. The methodology is structured around Christensen and Gazley's (2008) organizational capacity framework, analyzing four key dimensions: organizational infrastructure, human resources, financial resources and management systems, and external environment characteristics. Data collection utilizes multiple methods including in-depth interviews with key stakeholders (Secretary of Southwest Papua Provincial Inspectorate, junior auditors, heads of regional apparatus organizations, and law enforcement officials), direct observation of inspectorate operations, and comprehensive document analysis of policies, regulations, and performance reports. The research adopts an interactive data analysis

model following Miles, Huberman, and Saldana (2014), involving data condensation through selecting, focusing, abstracting, and transforming processes, followed by data display and conclusion drawing with verification. To ensure data validity, the study implements four verification methods: credibility testing through source and technique triangulation plus member checking via Focus Group Discussions; transferability through detailed contextual descriptions; dependability via independent expert auditing; and confirmability through comprehensive documentation of research materials. The snowball sampling technique is employed to identify additional relevant informants, while the research timeline spans from March to July 2025, focusing on Southwest Papua Province as a unique case of organizational capacity development in newly established administrative regions.

3. FINDINGS AND DISCUSSIONS

1. Organizational Infrastructure Capacity of Regional Inspectorates in Local Government Oversight in Southwest Papua Province

The organizational infrastructure capacity of Southwest Papua Provincial Inspectorate reveals significant limitations characteristic of newly established administrative regions. As Indonesia's youngest province, established in 2022, the infrastructure development remains in transitional phases, with critical facilities still operating under temporary arrangements. The office building operates on a rental basis rather than permanent government-owned facilities, reflecting the fundamental infrastructure challenges faced by emerging provincial administrations. This temporary infrastructure arrangement directly impacts the institutional stability and long-term operational planning capabilities of the inspectorate.

Despite infrastructure limitations, certain operational components demonstrate adequate functionality for current oversight activities. The inspectorate maintains two operational vehicles - one designated for the head of inspectorate and another for field operations - which sufficiently supports mobility requirements for regional oversight activities. Office facilities, including workspaces and examination rooms, have been assessed as representative and functional by regional apparatus organization leaders, indicating that basic operational infrastructure meets immediate functional requirements. The workspace adequacy suggests that despite temporary arrangements, the inspectorate has established minimum operational standards necessary for conducting oversight functions.

Technology integration in audit processes represents a progressive aspect of infrastructure development, with the inspectorate implementing modern technology in audit procedures. However, the digitalization of oversight processes remains incomplete, with limited optimization of information technology systems for comprehensive oversight activities. The gap between technology adoption and full digitalization reflects broader infrastructure development challenges, where basic technology implementation exists but systematic digital transformation remains underdeveloped. This partial technology integration creates operational inefficiencies and limits the inspectorate's capacity to conduct comprehensive, technology-enabled oversight.

Table 2. Infrastructure Capacity Assessment of Southwest Papua Provincial Inspectorate

Infrastructure Component	Current Status	Adequacy Level	Key Limitations
Office Building	Rental/Temporary	Functional	Not permanent, limited expansion
Operational Vehicles	2 units available	Adequate	Meeting current mobility needs
ICT Equipment	Basic technology	Moderate	Limited digitalization
Audit Technology	Modern tools implemented	Developing	Incomplete system integration
Support Facilities	Basic availability	Functional	Limited advanced features

Source: Southwest Papua Provincial Inspectorate Strategic Plan, 2024-2026

The infrastructure capacity findings align with Christensen and Gazley's (2008) organizational capacity framework, which emphasizes infrastructure as foundational to organizational effectiveness. The temporary and limited infrastructure arrangements constrain the inspectorate's ability to establish comprehensive oversight systems, reflecting the infrastructure dimension's critical role in organizational capacity development. Based on the infrastructure capacity assessment and supported by Haque et al. (2021) research on institutional development in emerging administrative regions, Southwest Papua Provincial Inspectorate should prioritize permanent infrastructure establishment and systematic digitalization to enhance long-term organizational capacity and oversight effectiveness.

2. Human Resources Capacity of Regional Inspectorates in Local Government Oversight in Southwest Papua Province

The human resources capacity of Southwest Papua Provincial Inspectorate demonstrates critical limitations in both quantity and quality dimensions, significantly constraining oversight effectiveness. With a total workforce of 47 personnel, the inspectorate operates with substantial staffing gaps, particularly in auditor positions where only one Senior Auditor and one Junior Auditor are available to oversee all regional apparatus organizations. This severe auditor shortage creates unsustainable workload distributions and compromises the depth and frequency of oversight activities across multiple regional programs and departments. The staffing structure reveals numerous unfilled positions across functional categories, indicating systematic human resource development challenges.

The competency and capacity limitations extend beyond numerical shortages to encompass professional development gaps, particularly in risk-based oversight methodologies and technology utilization. The existing workforce lacks adequate exposure to contemporary audit techniques and digital oversight tools, limiting the inspectorate's ability to adapt to evolving governance requirements. Professional development programs exist but lack systematic implementation and continuity, resulting in insufficient capacity building for complex oversight scenarios. The competency gaps become more pronounced when considering the increasing complexity of regional programs and the need for specialized audit expertise across diverse sector activities.

The human resource constraints directly result from Southwest Papua's status as a newly formed autonomous region, where no specific recruitment processes for auditors or technical oversight personnel have been conducted since provincial establishment. This recruitment gap reflects broader regional apparatus staffing challenges, as similar personnel shortages exist across other regional organizations. The absence of targeted recruitment strategies compounds existing capacity limitations and delays the development of adequate oversight capabilities. The recruitment challenge becomes more complex considering the specialized nature of audit functions and the need for personnel with specific competencies in public sector oversight.

Table 3. Human Resources Capacity Analysis of Southwest Papua Provincial Inspectorate

HR Component	Current Capacity	Required Capacity	Gap Analysis
Senior Auditors	1 person	5-8 persons	4-7 personnel shortage
Junior Auditors	1 person	8-12 persons	7-11 personnel shortage
Technical Staff	42 persons	60-80 persons	18-38 personnel shortage
Specialized Competency	Limited	Advanced required	Significant skill gaps
Training Frequency	Sporadic	Continuous	Systematic development needed

Source: Southwest Papua Provincial Inspectorate Strategic Plan, 2024-2026

The human resources capacity analysis corresponds with Christensen and Gazley's (2008) framework, which identifies human resources as fundamental organizational capacity components determining institutional effectiveness. The significant workforce gaps and competency limitations directly constrain the inspectorate's ability to fulfill oversight mandates, demonstrating the human resources dimension's critical influence on organizational performance. Following the human resource capacity assessment and supported by Muttaqin et al, (2005) findings on workforce development in transitional government institutions, Southwest Papua Provincial Inspectorate should implement comprehensive recruitment strategies and systematic professional development programs to address critical staffing gaps and enhance oversight capabilities.

3. Financial Resources and Management Systems Capacity of Regional Inspectorates in Local Government Oversight in Southwest Papua Province

The financial resources capacity of Southwest Papua Provincial Inspectorate demonstrates adequate funding allocation that consistently exceeds mandatory spending requirements established by Ministry of Home Affairs Regulation No. 33/2019. With the provincial budget of Rp 1.69 trillion in 2025, the minimum oversight allocation requirement of 0.9% (approximately Rp 15.24 billion) is substantially surpassed by actual budget allocations. The progressive funding plan for 2024-2026 shows systematic budget increases across all oversight program categories, indicating strong governmental commitment to inspectorate capacity development. The financial adequacy extends beyond operational costs to include personnel salaries, benefits, and capacity building activities, providing a solid

foundation for oversight function implementation.

Despite adequate financial resources, management systems reveal significant weaknesses in motivation frameworks and professional development approaches. The reward and incentive systems rely heavily on traditional monetary compensation without comprehensive non-financial recognition mechanisms that could enhance auditor independence and professionalism. The current approach to staff motivation lacks systematic integration of performance-based incentives and career development pathways, potentially limiting long-term retention and performance optimization. The management system gaps become more apparent in the sporadic nature of capacity building programs, where training activities occur irregularly rather than through systematic professional development frameworks.

The management systems demonstrate particular weaknesses in risk-based oversight methodologies and systematic performance monitoring. Risk management integration across oversight processes remains minimal, limiting the inspectorate's ability to prioritize high-risk areas and optimize resource allocation. The absence of comprehensive risk assessment frameworks constrains audit effectiveness and reduces the strategic impact of oversight activities. Team management approaches, while flexible, lack standardized performance metrics and systematic quality assurance mechanisms, creating inconsistencies in oversight standards and outcomes across different audit teams and activities.

Table 4. Financial Resources and Management Systems Capacity of Southwest Papua Provincial Inspectorate

Management Component	Current Status	Effectiveness Level	Key Deficiencies
Budget Allocation	Above mandatory threshold	High	Resource optimization needed
Reward Systems	Basic compensation	Moderate	Limited non-financial incentives
Professional Development	Sporadic training	Low	Systematic programs required
Risk Management	Minimal integration	Low	Comprehensive framework needed
Performance Monitoring	Basic tracking	Moderate	Standardized metrics required

Source: Southwest Papua Provincial Inspectorate Strategic Plan, 2024-2026

The financial and management systems analysis aligns with Christensen and Gazley's (2008) organizational capacity framework, which emphasizes financial resources and management systems as interconnected components determining organizational effectiveness. While financial adequacy provides necessary foundation, management system weaknesses limit optimal resource utilization and organizational performance, demonstrating the complex relationship between financial availability and management effectiveness. Based on the financial and management capacity assessment and supported by Ndlovu et al (2023) research on public sector management innovation, Southwest Papua Provincial Inspectorate should develop comprehensive performance management systems and systematic professional development frameworks to optimize financial resource utilization and enhance organizational effectiveness.

4. External Environment Capacity of Regional Inspectorates in Local Government Oversight in Southwest Papua Province

The external environment capacity of Southwest Papua Provincial Inspectorate faces significant challenges in stakeholder responsiveness and inter-institutional coordination, directly impacting oversight effectiveness. Regional apparatus organizations demonstrate limited awareness and commitment to implementing audit recommendations, creating substantial barriers to oversight impact achievement. The weak follow-up culture among regional departments and agencies undermines the corrective function of oversight activities, reducing the overall value and effectiveness of audit processes. This responsiveness gap reflects broader governance culture challenges where oversight recommendations are not systematically integrated into organizational improvement processes.

Coordination and synergy with external oversight institutions, including district/municipal inspectorates, BPKP (Financial and Development Supervisory Agency), and law enforcement agencies, remain underdeveloped despite existing coordination frameworks. The coordination activities occur primarily through periodic meetings rather than systematic collaborative oversight programs, limiting the potential for comprehensive and integrated oversight

approaches. The coordination gaps particularly affect case management and follow-up processes, where different oversight institutions may duplicate efforts or miss critical oversight opportunities. The limited coordination effectiveness constrains the inspectorate's ability to leverage external expertise and resources for enhanced oversight outcomes.

The relationship with law enforcement agencies shows positive development through regular quarterly coordination meetings and case-related communication, particularly with regional police authorities. The implementation of the 2023 Memorandum of Understanding between the Ministry of Home Affairs, Attorney General's Office, and Indonesian National Police provides a framework for enhanced cooperation in handling public complaints and oversight cases. However, direct public reporting to the inspectorate remains minimal, with most case information originating from law enforcement coordination rather than direct community engagement. The limited direct public access reduces the inspectorate's responsiveness to community concerns and oversight priorities.

Table 5. External Environment Capacity Assessment of Southwest Papua Provincial Inspectorate

External Component	Environment	Coordination Level	Effectiveness	Major Challenges
Regional Organizations	Apparatus	Limited follow-up	Low	Weak recommendation implementation
BPKP and External Oversight		Periodic meetings	Moderate	Limited systematic collaboration
Law Enforcement Agencies		Regular coordination	Moderate	Case management integration needed
Public Engagement		Minimal direct reporting	Low	Limited community access
Political Independence		Currently maintained	High	Transition period advantage

Source: Field research data and coordination meeting reports, 2025

Notably, as a newly established autonomous region, political intervention in audit processes and results remains minimal, providing a unique advantage for maintaining inspectorate independence. The transitional governance period, with less than three years of full provincial operation, has created an environment where political interference patterns have not yet developed, allowing the inspectorate to establish independent operational protocols. This independence represents a significant asset for building credible and professional oversight institutions during the critical early development phase.

The external environment capacity analysis corresponds with Christensen and Gazley's (2008) framework, which identifies external environment characteristics as crucial determinants of organizational capacity and effectiveness. The combination of stakeholder responsiveness challenges and coordination gaps demonstrates how external factors directly influence the inspectorate's ability to achieve oversight objectives, while the current political independence provides opportunities for institutional strengthening. Following the external environment capacity assessment and supported by Radaelli, (2020) research on inter-institutional coordination in oversight systems, Southwest Papua Provincial Inspectorate should develop systematic stakeholder engagement strategies and formalize collaborative frameworks with external oversight institutions to enhance overall oversight ecosystem effectiveness.

4. CONCLUSION

This study reveals that the organizational capacity of Southwest Papua Provincial Inspectorate demonstrates a complex pattern of strengths and limitations across the four key organizational dimensions. While financial resources capacity exceeds mandatory requirements and external environment independence remains well-maintained due to the province's transitional status, critical gaps persist in infrastructure development and human resources availability that significantly constrain oversight effectiveness. The inspectorate operates with temporary infrastructure arrangements and severe staffing shortages, particularly in auditor positions where only two qualified personnel oversee all regional apparatus organizations, creating unsustainable workload distributions and limiting comprehensive oversight implementation. Despite adequate funding allocation, management systems reveal weaknesses in risk-based methodologies, systematic professional development, and stakeholder engagement mechanisms, while external

coordination with oversight institutions and regional apparatus organizations requires substantial strengthening to enhance recommendation implementation and collaborative oversight approaches. The findings demonstrate that organizational capacity development in newly established administrative regions requires strategic prioritization of permanent infrastructure establishment, systematic human resource recruitment and development, and comprehensive institutional coordination frameworks to achieve effective government oversight. As a newly formed province, Southwest Papua possesses unique advantages in maintaining political independence and establishing credible oversight institutions, but realizing this potential demands immediate attention to capacity building initiatives that address structural limitations while leveraging existing financial resources and political space for institutional development.

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