



The role of local government in achieving good corporate governance principles for the tourism sector in seruyan regency through innovative licensing services

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ABSTRACT

This research aims to analyse the role of local government in realising Good Corporate Governance (GCG) in the tourism sector, particularly in Seruyan Regency. The method used is empirical juridical, which combines a statutory approach and an empirical approach. The statutory approach is carried out by examining various related regulations, such as Law Number 23 of 2014 concerning Regional Government, Law Number 10 of 2009 concerning Tourism, and other regulations that support sustainable tourism governance. Meanwhile, the empirical approach is used to evaluate policy implementation at the regional level, by collecting data through interviews with government officials and tourism businesses to understand the challenges in implementing GCG principles. The results show that although the local government has adopted GCG principles in tourism policy, there are still various challenges in its implementation. The main obstacles include a lack of transparency in the business licensing system, suboptimal coordination between agencies, and a lack of community participation in tourism management. In addition, limited budget and digital infrastructure are also obstacles in implementing more effective digitalisation-based policies. However, this study also found that collaborative efforts between local governments, businesses, and communities can improve the effectiveness of tourism sector governance in a more sustainable manner. The uniqueness and originality of this research lies in its analysis that connects the concept of GCG with tourism policies at the regional level, particularly in Seruyan Regency. Unlike previous studies that focus on legal aspects or governance theories, this research shows the actual challenges of implementing GCG principles in local governments.

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1. Introduction

Tourism is one of the leading sectors that contributes significantly to regional economic growth and community welfare (UNWTO, 2023). Seruyan Regency has tourism potential rich in natural

and cultural resources that can be developed as a leading destination. Data shows that the tourism sector in Seruyan Regency has experienced positive growth from year to year. However, challenges arise when the development of this sector is not accompanied by optimal licensing regulations. Many tourism businesses operate without business licences and environmental permits, leading to low contribution to local revenue due to the absence of taxes entering the local treasury (Bichler, 2021). Therefore, an evaluation of the licensing system is needed to ensure that all tourism businesses are officially registered and contribute optimally to regional development. The ineffectiveness of the existing licensing system significantly hinders investment and growth in the tourism sector in Seruyan. Complex and lengthy licensing procedures deter potential investors, leading to stagnation in business development and job creation. The inefficiency of the current system not only discourages new entrants but also complicates the operational landscape for existing businesses.

An effective licensing system requires good governance so that the tourism sector can develop sustainably and competitively (Berlian & Vega, 2023). The principle of Good Corporate Governance (GCG) is an important element in ensuring that tourism management is transparent, accountable, responsive, and orientated towards the public interest (Park, 2023). The implementation of this principle is expected to create an innovative and digital-based licensing system that encourages business compliance and increases the contribution of the tourism sector to regional income (Dewi & Alam, 2023). However, in practice, there are still various obstacles in implementing an innovative licensing system, such as complex regulations, limited technological infrastructure, and resistance to change in governance (Irani et al., 2023).

The role of local governments in creating a conducive investment environment for tourism businesses is very strategic. One of the steps that can be taken is the delegation of authority from the Seruyan Regency Government to the One Stop Investment Office in managing tourism business licensing. Through digital licensing service systems such as Online Single Submission (OSS) and SAPO, it is expected that the licensing process can be more transparent, efficient and accountable (Lestari, 2023). With this innovation, bureaucratic obstacles can be minimised so that legal certainty for business actors increases and local tax revenues from the tourism sector can be optimised.

However, there is still a research gap regarding the effectiveness of the implementation of GCG principles in the digital-based licensing system in the tourism sector of Seruyan Regency. Previous studies have focused more on regulatory aspects and the economic impact of tourism, but have not comprehensively examined the role of local governments in developing licensing innovations based on GCG principles (Turmudi et al., 2023). The ambiguity of regulations in Law No. 23/2014 and Law No. 10/2009 has caused uncertainty in licensing management (Sudini & Wiryani, 2022). The absence of specific implementing regulations also complicates the licensing process, especially in the aspect of environmental management (Prianto et al., 2022). In addition, limited resources and lack of clarity of authority hamper the effectiveness of tourism management at the local level (Pawestri et al., 2022).

The decentralization stipulated in Law No. 23/2014 gives local governments the authority to manage policies, but remains subject to central oversight, which often limits room for innovation (Anggalana, 2017). The absence of specific guidelines related to GCG in the tourism sector further exacerbates the situation, limiting the ability of regions to implement good governance practices (Anggalana, 2017). Therefore, clearer and more flexible regulations are needed to encourage innovation in the licensing system and improve the effectiveness of tourism governance.

The implementation of GCG principles in Seruyan's tourism sector has the potential to improve competitiveness and economic sustainability through responsible business management and regulatory compliance. Although it can strengthen performance and integrate CSR, uneven implementation risks creating competitiveness gaps, so consistent implementation is key to success. Therefore, this study aims to analyse the role of local government in realising the

principles of Good Corporate Governance in the management of the tourism sector through licensing service innovation. This study is expected to provide recommendations for local governments in improving the effectiveness and efficiency of sustainable tourism governance in Seruyan Regency.

2. Method

This research uses the empirical juridical method, which examines the normative aspects of law while observing its implementation in practice. Interviews with government officials and business actors are representative in describing the implementation of GCG in the licensing system, as they represent both the policy and practice sides of the field. Government officials provide the regulatory perspective, while businesses reflect the policy impact. According to (Marzuki, 2021), 'Legal research is a know-how activity in legal science, not just a know-about. As a know-how activity, legal research is conducted to solve the legal issues at hand.' Therefore, this research not only focuses on understanding legal theory, but also analyses how existing regulations are applied in the governance of the tourism sector by local governments.

The regulations reviewed in this study, including Law No. 23 of 2014 on Regional Government and Law No. 10 of 2009 on Tourism, provide a basic framework for tourism sector governance, although they emphasize transparency, accountability, and legal certainty, their application in the tourism sector is still limited due to the lack of integration of digital mechanisms. In addition, this research also refers to Law Number 30 of 2014 on Government Administration which emphasises the principles of legal certainty and accountability in decision-making, as well as Minister of Tourism and Creative Economy Regulation Number 14 of 2016 on Guidelines for Sustainable Tourism Destinations.

In addition to the normative approach, this research also uses an empirical approach to observe the extent to which the regulations that have been established are applied in the governance of the tourism sector in Seruyan Regency. To obtain a more comprehensive picture, this research collected primary legal data from applicable laws and regulations and secondary legal data from relevant scientific journals, books, and previous research. In addition, empirical data was collected through interviews with local government officials involved in tourism management and tourism businesses in Seruyan Regency to understand the obstacles faced in the implementation of Good Corporate Governance (GCG) principles in this sector.

Data analysis was conducted using a descriptive-analytical method, by describing existing regulations, analysing their implementation, and linking them to practices in the field. This method allows the research to identify obstacles faced in the implementation of tourism sector governance, especially in the aspects of transparency, accountability, and stakeholder participation. By using an empirical juridical approach, this research is expected to provide recommendations for local governments in improving the effectiveness of policies and regulations related to the tourism sector based on Good Corporate Governance (GCG).

3. Analysis and Results

3.1. The Role of Local Government in Realising Good Corporate Governance in the Tourism Sector

The role of local governments in realising good corporate governance (GCG) in the tourism sector includes regulative, collaborative and strategic functions. Local governments have the authority to regulate policies that support the sustainability of the tourism sector, ensure compliance with the law, and facilitate cooperation between stakeholders (Sudini & Wiryani, 2022). Regulations implemented by local governments often refer to national policies, such as Law No. 23/2014 on Regional Government, which mandates regional authority in the management and development of the tourism sector (Retnandari, 2022). The implementation of this policy is realised through local regulations (Perda) that focus on ecotourism and sustainable tourism destination development (Belias et al., 2022). In the context of regulation, local

governments in Bali, especially in Ubud, have successfully implemented sustainability-based policies through cross-sector collaboration to maintain a balance between economic growth and environmental sustainability (Sitohang et al., 2024).

In addition to the regulatory function, the collaborative role of local governments in the tourism sector involves coordination with various stakeholders, including entrepreneurs, local communities, and tourists. This collaboration aims to improve the effectiveness of destination marketing as well as more sustainable management of tourist destinations (Mešanović, 2024). For example, in Serbia, the local government of Vršac has successfully increased tourism competitiveness through an integrated infrastructure development and marketing strategy, which has had a positive impact on the number of tourist arrivals and improved the local economy (Olimova, 2020). However, the effectiveness of the local government's role in tourism governance often faces challenges, such as budget constraints, coordination imbalances between agencies, and differences in interests between policy makers. Therefore, a more strategic approach is needed to ensure that the policies implemented can run optimally and provide benefits to all parties involved.

In the context of Good Corporate Governance (GCG), the implementation of the principles of transparency, accountability, participation, effectiveness, and compliance with the law is essential for the sustainability of the tourism industry. These principles not only apply to private companies but also in public sector governance or Good Public Governance (GPG), which emphasises the importance of synergy between the government and the business world in creating a healthy and competitive business environment. Graham emphasised that governance in the public sector is not just about policy-making, but also how government, social institutions and communities interact in the decision-making process (Graham, 2022). The GPG concept is very relevant in the context of tourism, where policies made by local governments must involve all stakeholders to create a more inclusive and sustainable system.

According to Agung Setiawan, Head of DPMPSTP Seruyan Regency, the implementation of GCG in the tourism sector is highly dependent on the strategic role of the local government in creating a conducive business ecosystem. Further, he emphasised that transparency, public participation, policy effectiveness, and regulatory compliance are key factors in building good governance in the sector. Furthermore, Agung Setiawan added that as regulators and facilitators, local governments must ensure that all policies implemented involve stakeholders, including businesses, communities, and investors, in order to create a stable and sustainable investment climate. By applying GPG principles in tourism policies, local governments can not only improve the quality of services and efficiency of business licensing, but also prevent corrupt practices and abuse of authority that can harm the sector.

From the above analysis, it can be concluded that the role of local governments in realising Good Corporate Governance in the tourism sector is very important to create a transparent, accountable, and sustainability-oriented system. Clear regulations, cross-sectoral cooperation, and targeted development strategies will ensure that the tourism industry can provide maximum economic benefits for the community while preserving the environment and culture as the main attraction of this sector. The successful implementation of GCG in the tourism sector depends on the synergy between the government, the business world, and the community in carrying out good and responsible governance.

3.1.1. The Concept of Good Corporate Governance (GCG) in Tourism Management

The implementation of Good Corporate Governance (GCG) in tourism management in Seruyan Regency is an important aspect in creating a sustainable and highly competitive tourism industry. Seruyan Regency, which has natural tourism potential such as Tanjung Puting National Park and other ecotourism destinations, requires governance that is transparent, accountable, and oriented towards a balance between economic, social, and environmental. By applying the GCG principles of transparency, accountability, responsibility, independence, and fairness the local government can ensure that the tourism sector in Seruyan is managed

professionally, reduce the potential for abuse of power, and increase attractiveness for investors and tourists.

The legal framework for the implementation of Good Corporate Governance (GCG) in tourism management in Seruyan Regency is based on various national regulations that emphasise the principles of sustainability, transparency and accountability. Law No. 10 Year 2009 on Tourism is the main foundation in the development of a professional and responsible tourism sector (Darsana & Sudjana, 2022), emphasising that tourism development must provide equitable and sustainable economic, social and cultural benefits (Kusuma & Samhudi, 2024). In addition, Law No. 23 Year 2014 on Regional Government authorises local governments, including Seruyan Regency, to manage the tourism sector independently, which reinforces the need for the implementation of GCG principles in local governance (Agustini et al., 2024).

In the aspect of business licensing and transparency, Law No. 25/2009 on Public Services plays an important role in ensuring the openness of the tourism business licensing process so as to increase stakeholder confidence in this sector (Kadir, 2024). Furthermore, effective tourism management should involve the participation of local communities through capacity building and training programmes, as revealed in various related case studies (Velayati & Ahmad, 2024). However, although the legal framework has provided a solid foundation for the application of GCG in tourism management, challenges in implementation remain, especially in ensuring compliance and policy effectiveness at the local level. Therefore, continuous community engagement and human resource capacity building are crucial aspects in achieving transparent, accountable and sustainable tourism management.

Seruyan Regency also needs to pay attention to aspects of corruption prevention in tourism governance, as stipulated in Law No. 30/2014 on Government Administration which emphasises the principles of legal certainty, proportionality, and accountability in decision-making by public officials. In addition, the Regulation of the Minister of Tourism and Creative Economy Number 14 of 2016 concerning Guidelines for Sustainable Tourism Destinations can be a guide for Seruyan Regency in developing tourist destinations that are not only economically profitable, but also preserve the environment and local culture. By implementing GCG based on existing regulations, Seruyan Regency can develop its tourism sector in a professional and sustainable manner. Transparency and accountability in the management of tourist destinations, as well as strict supervision of licensing and investment, will increase investor and community confidence in the tourism sector. Thus, the tourism industry in Seruyan is not only a significant source of regional income but also able to preserve the environment and local culture for long-term sustainability.

3.1.2 The Strategic Role of Local Government in Supporting the Principles of Transparency, Accountability and Participation

Local governments have a strategic role in applying the principles of Good Corporate Governance (GCG) to improve the competitiveness of the tourism sector. Some of the roles that local governments can play in supporting the principles of transparency, accountability, and participation include:

- a. Transparency, the implementation of this principle is carried out through the provision of a public information system related to regulations, licensing, and tourism development programs so that it is easily accessible to the public and investors; opening data related to budget and investment in the tourism sector so that it can be monitored by the public and stakeholders; and developing a digitalisation system to facilitate access to tourism information and licensing services.
- b. Accountability, the implementation of this principle is carried out through formulating clear policies and regulations in the management of tourist destinations and investment in the tourism sector; supervising the implementation of tourism to remain in accordance with legal provisions and avoid the practice of abuse of authority; and providing regular

reports to the public regarding the achievements of tourism sector development and its impact on the regional economy (Rasyid, 2022).

- c. Participation, the implementation of this principle is done through involving local communities and businesses in the formulation of tourism management policies; empowering communities in the management of community-based tourist destinations; and collaborating with the private sector and academics in the development of sustainable tourism innovations.

By strengthening transparency, accountability, and participation, local governments can create a more open, competitive, and profitable tourism ecosystem for all parties. Transparency in tourism sector management means ensuring that information on policies, regulations, licences, and budget allocations are accessible to the public. This prevents corrupt practices and abuse of authority, while increasing public and investor confidence in the regional tourism industry.

Accountability requires local governments to be responsible for every policy and programme implemented in the tourism sector. With a clear monitoring mechanism and periodic evaluation of tourism programmes, the effectiveness and efficiency of tourism destination management can be improved.

The participation of various stakeholders, including local communities, tourism businesses, academics, and civil society organisations, is crucial in creating an inclusive tourism industry. By involving various parties in the planning and decision-making process, tourism policies can better suit the needs and potential of the region, while creating a sense of ownership for local communities.

By strengthening these three principles, local governments can create a more open tourism ecosystem, where policies are made based on objective and transparent considerations. The tourism industry will also become more competitive, as the system encourages innovation and efficiency in the management of tourist destinations. In the end, this will bring broad benefits to all parties, including the government, business actors, tourists, and local communities, so that the tourism sector can develop sustainably and be highly competitive.

3.2. Innovation in Licensing Services as an Instrument for Improving Tourism Governance

The definition of innovation in language comes from Latin 'innovation' with the meaning of renewal and change. Meanwhile, the verb '*innovo*' means to change or renew. The definition of innovation is a new change that will lead to improvement. Therefore, innovation is the introduction of new ways or methods from input to output that will produce visible changes with success in the social and economic fields (Kholifah et al., 2021).

Below is the definition of innovation according to experts, including (Kristiawan et al., 2018): a) According to Zaltman and Duncan, innovations are ideas, practices, which are considered new by relevant units. Innovation is a change of object. Change is partly in response to existing conditions and situations. In these situations and conditions, creativity is needed in creating new inventions. However, not all of these inventions can be said to be an innovation. That is because not everyone considers the renewal of the invention to be new; b) According to Miles, innovation is a species of the genus 'change'. In general, it seems useful to define innovation as something that is deliberate, new, and a specific change that is more useful in achieving a goal. It seems helpful to consider innovation as something that is carefully planned, so that it is not obtained in a haphazard way; c) According to Everett Rogers, an innovation is an idea, practice, or object that is considered new by an adopting individual or group. An idea is seen objectively as something new and will be measured according to the time the idea is used or discovered. Whether an idea is considered new is determined by a person's reaction. If something is seen as new by someone then it is called innovation.

From these various perspectives, it can be concluded that innovation is a process of change that is new, deliberate, and has a specific purpose in creating improvements or improvements in

various fields. Innovation is a process that involves changes with elements of novelty that are deliberately designed to achieve certain goals. Innovation does not happen by chance, but through careful planning with the main goal of creating improvements or improvements in various fields, such as technology, economy, social, and governance.

The innovation process involves developing new ideas, applying more effective methods, and adapting to existing needs and challenges. In the business context, innovation can increase competitiveness and efficiency, while in the public sector, innovation can improve services for the community. Thus, innovation is not just a change, but also a systematic effort to create better solutions and provide greater benefits.

In the context of licensing service innovation as an instrument to improve tourism governance, innovation is a key factor in creating a more effective, efficient, and transparent licensing system. The process of change that is new, deliberate, and has a specific purpose in improving licensing services is a strategic step in bureaucratic reform.

Efficient and transparent licensing services are important aspects of tourism sector governance. Local governments, especially in Seruyan Regency, need to make various innovations in the licensing system to improve tourism competitiveness and attract investment. However, in its implementation, there are various challenges that must be faced. Therefore, innovation through digitalisation and bureaucratic reform are the main keys to creating a better licensing ecosystem.

3.2.1 Challenges and Obstacles in Tourism Sector Licensing Services

Challenges in licensing services for the tourism sector in Seruyan Regency remain a significant obstacle to the development of the industry. One of the main obstacles is the complicated and convoluted licensing process, which is caused by complex regulations, many administrative requirements, and lack of clarity in the bureaucratic flow. This lengthy and inefficient process can discourage investment, reduce the competitiveness of tourist destinations, and slow down the development of supporting infrastructure. Therefore, digitalisation and simplification of regulations are important steps to speed up the licensing process and create a more conducive investment climate. In addition, the lack of transparency and accountability in the licensing system is also a major challenge.

Reliance on manual processes and direct interaction between applicants and authorised officials opens up opportunities for corrupt practices and illegal levies, which can reduce investor confidence in local governments. Digitalisation of online-based licensing systems is an effective solution to reduce direct interaction and increase transparency and efficiency in the licensing process. However, the implementation of this digital system faces obstacles in the form of limited technological infrastructure and human resources (HR) readiness. Weak internet networks, lack of system integration between agencies, and limited technological devices are factors that hinder the effectiveness of digital-based licensing services. In addition, there are still many local government officials who do not have adequate technical skills in operating digital systems, so intensive training and mentoring are needed.

Another challenge is resistance to change, both from the bureaucratic apparatus and the public. Employees who have been accustomed to manual systems tend to have difficulty in adapting to new technology, while tourism businesses that are not familiar with digital services are more comfortable using conventional procedures. Therefore, socialisation and education on the benefits of licensing digitalisation need to be improved so that the adaptation process can run more effectively. By implementing innovations in licensing services, such as digitalisation, system integration, and simplification of procedures, local governments can create better licensing governance. This step will not only speed up the administrative process, but also increase investor confidence, reduce corrupt practices, and strengthen the competitiveness of the tourism sector in Seruyan Regency.

3.2.2 Digitalisation and Innovation in Licensing Services as a Form of Bureaucratic Reform

The implementation of digitalisation in the tourism licensing sector in Indonesia is supported by a number of regulations aimed at improving efficiency and transparency. Law Number 11 of 2020 on Job Creation is one of the main regulations that simplifies the risk-based licensing process by mandating the use of an electronic system through Online Single Submission (OSS). This regulation is strengthened by Government Regulation Number 5 of 2021 on the Implementation of Risk-Based Business Licensing which stipulates a more integrated and digitalised business licensing mechanism. In addition, Presidential Regulation No. 95/2018 on Electronic-Based Government System (SPBE) also encourages digital-based governance to improve accountability and transparency in public services, including in the tourism sector.

However, in its implementation, there are still various challenges, such as low public understanding of digital systems, uneven technological infrastructure, and personal data protection issues. The problem of uneven internet access in some areas, including in Seruyan Regency, can be an obstacle in the implementation of the online licensing system. Therefore, efforts are needed to strengthen digital infrastructure and massive socialisation to the community and business actors so that they can access and utilise the electronic licensing system optimally.

In an effort to realise bureaucratic reform in the tourism licensing sector, digitalisation is the main solution that can improve the efficiency and transparency of public services. One of the strategic steps that can be applied is the implementation of an online-based licensing system, which allows business actors to apply for permits online without having to come directly to the relevant agency office. This system speeds up the licensing process, increases transparency, and reduces the risk of illegal levies and abuse of authority. In addition, the flexibility to apply for licences at any time and from anywhere provides convenience for businesses, especially those in remote areas. However, its success still depends on the readiness of technological infrastructure, human resources, and effective socialisation to the community.

Another innovative step is the integration of the licensing system with Online Single Submission (OSS), which simplifies licensing procedures and ensures more effective coordination between the central and local governments. With OSS, businesses do not need to apply for licences at various agencies separately, as all processes are carried out in one integrated system. Another advantage is the application of the Risk-Based Approach (RBA) licensing principle, which provides legal certainty for businesses based on their level of business risk. However, challenges in the implementation of OSS still need to be addressed, such as the readiness of regional infrastructure and socialisation to businesses in order to optimally utilise this system.

In addition, the implementation of a digital-based licensing tracking and monitoring system is an important step in improving transparency and accountability. This system allows businesses to monitor the progress of licence applications in real-time, thereby reducing uncertainty and increasing trust in local governments. Another advantage is the ease of supervision by the government, which can use documented data to evaluate the performance of licensing services. However, the implementation of this system still faces challenges in terms of infrastructure improvement, apparatus training, and socialisation to businesses.

Digital One-Stop Integrated Services (*Pelayanan Terpadu Satu Pintu* (PTSP)) is also a key innovation in simplifying the licensing process by integrating various services in one digital platform. Digital PTSP reduces lengthy and complex bureaucracy, speeds up the licensing process, and increases transparency in services. With all processes documented electronically, the risk of illegal levies and corrupt practices can be minimised, thus building public trust in governance. However, its success is highly dependent on the readiness of technology, the affordability of the system for the community, and the training of the apparatus in operating this system optimally. Overall, the implementation of digital innovation in the tourism licensing system is expected to accelerate services, increase efficiency, and create a more conducive

business climate. With the digital system, business actors no longer have to face long and complicated bureaucratic procedures, so that the tourism sector can develop more rapidly and investment will increase.

4. Conclusion

The digital licensing innovation has the immense potential to diminish corrupt practices and enhance administrative efficiency in the tourism sector by reducing face-to-face interactions, improving transparency, and creating a digital trail that can be audited. The previously manual processes have now become faster, standardized, and easily accessible, especially for entrepreneurs in remote areas. Furthermore, automating workflow reduces the administrative burden on personnel. However, the implementation is facing challenges such as infrastructure readiness, human resource capacity, and data security that need to be improved to maximize the benefits of digitalization. Local government has a crucial role in realising GCG in Seruyan Regency's tourism sector through innovative licensing services. The implementation of a digital licensing system faces challenges such as limited internet access, inadequate human resource capacity, and resistance to change. The required solutions include strengthening infrastructure, training staff, and optimizing service integration with OSS to enhance transparency, efficiency, and public trust. By applying the principles of transparency, accountability, and efficiency in licensing, the government can create a more competitive, sustainable, and attractive tourism ecosystem for investors and businesses. Innovations in licensing services, such as digitalisation and simplification of procedures, are strategic steps to overcome bureaucratic obstacles and improve regional competitiveness. Therefore, policy reforms and optimisation of the role of local governments are needed so that the tourism sector can develop sustainably and provide economic benefits to the community. The obstacles faced by local governments in realising GCG in the tourism sector of Seruyan Regency through innovative licensing services include regulatory complexity, long bureaucracy, limited technological infrastructure, and resistance to change from apparatus and business people. The lack of synchronisation between central and regional policies is also an obstacle in implementing a more transparent and efficient licensing system. Therefore, strategic efforts are needed to simplify regulations, increase human resource capacity, and accelerate service digitalisation so that licensing innovation can run optimally and support sustainable tourism development.

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