



Investigating Human Centered Governance in Contemporary Public Organizations

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ABSTRACT

The increasing complexity of social, economic, and technological challenges has encouraged public organizations to adopt governance approaches that are more inclusive, participatory, and citizen-oriented. Human-centered governance has emerged as a contemporary paradigm that places citizens' needs, experiences, and aspirations at the center of policymaking and public service delivery. This study aims to examine the concept, characteristics, principles, implementation, and contributions of human-centered governance in contemporary public organizations. The study employed a Narrative Literature Review (NLR) approach using secondary data obtained from peer-reviewed journals, academic books, policy documents, and reports from international organizations. Relevant literature was collected from major academic databases and analyzed through narrative thematic analysis. The findings indicate that human-centered governance is characterized by citizen orientation, participatory engagement, empathy-driven administration, adaptability, and cross-sector collaboration. Its implementation is reflected through human-centered service design, citizen participation platforms, organizational culture transformation, and data-informed yet human-sensitive decision-making. Evidence from Indonesia, particularly through SP4N-LAPOR! and SIASN, demonstrates growing efforts to strengthen citizen-centered governance.

INTRODUCTION

The increasingly complex social, economic, and technological environment has driven a transformation in public sector governance from traditional bureaucratic approaches toward more adaptive, participatory, and citizen-oriented governance models (Osborne, 2018). Contemporary public organizations are no longer expected solely to achieve administrative efficiency but are also required to create public value that generates tangible benefits for society (Moore, 2013). In this context, the concept of *human-centered governance* has emerged as an approach that places individuals, both citizens and public servants, at the core of policy formulation, implementation, and evaluation processes (Bason, 2010). This approach has gained prominence alongside growing recognition that the success of public organizations depends not only on formal structures and procedures but also on their ability to understand the needs, aspirations, and lived experiences of the people affected by public policies (Mergel et al., 2021).

The global wave of digital transformation has further reinforced the need for human-centered governance within public organizations. The implementation of digital technologies in public services often faces challenges related to unequal access, limited digital literacy, and insufficient citizen engagement in decision-making processes (OECD, 2020). Consequently, human-centered governance has become essential to ensuring that digital innovation not only enhances organizational efficiency but also promotes inclusiveness, equity, and accessibility in public service delivery for diverse social groups (Squiao & Hoffmann, 2021). This approach emphasizes the importance of designing policies and services based on users' needs and experiences, thereby improving the quality of interactions between governments and citizens.

In addition to digitalization, evolving public expectations toward government institutions have increased the relevance of human-centered governance (Nabatchi et al., 2017). Modern citizens increasingly demand public services that are responsive, transparent, and capable of addressing their specific needs and concerns. Under such circumstances, public organizations are required to develop collaborative mechanisms that facilitate meaningful citizen participation in policy development and service provision processes (Bryson et al., 2014). Citizen involvement not only strengthens the legitimacy of public policies but also contributes to more relevant and sustainable decisions because they are informed by the real experiences and needs of communities (Voorberg et al., 2015).

Furthermore, the implementation of human-centered governance has significant implications for human resource management within public organizations (Farazmand, 2023). Public employees who work in environments that support well-being, participation, empowerment, and professional development are more likely to demonstrate higher levels of performance and commitment in serving citizens (Kim & Fernandez, 2017). Therefore, human-centered governance focuses not only on service recipients but also on internal organizational actors who contribute to the creation of public value (Denhardt & Denhardt, 2015). This perspective reflects a broader shift from hierarchical

government models toward governance systems characterized by collaboration, empathy, inclusiveness, and sustainability (Ansell & Torfing, 2021).

LITERATURE REVIEW

The urgency of studying human-centered governance has become increasingly evident because many public organizations continue to experience a gap between policy objectives and the actual needs of the populations they serve. Numerous administrative reform initiatives have emphasized efficiency and performance measurement; however, these efforts have not always resulted in substantial improvements in service quality due to insufficient attention to citizens' perspectives and experiences. Moreover, global challenges such as economic uncertainty, rapid technological change, public health crises, and increasing demands for democratic participation require public organizations to adopt governance models that are more adaptive and people-oriented. Therefore, examining human-centered governance is crucial for developing a comprehensive understanding of its principles, practices, and contributions to improving governance outcomes in contemporary public organizations.

Previous studies have demonstrated that human-centered approaches contribute significantly to improving public service quality and enhancing public value creation. Mergel et al. (2021) found that public sector digital transformation initiatives that integrate user needs and experiences tend to improve service effectiveness and citizen satisfaction. Research conducted by the OECD (2020) revealed that user-centered service design can enhance accessibility and inclusiveness in public service delivery. Similarly, Ansell and Torfing (2021) argued that collaborative governance mechanisms involving active citizen participation strengthen public sector innovation and organizational responsiveness. Despite these contributions, existing studies predominantly focus on specific aspects such as public service innovation, citizen participation, or digital transformation independently. Consequently, comprehensive investigations that conceptualize human-centered governance as an integrated governance paradigm for contemporary public organizations remain relatively limited.

Based on the foregoing discussion, this study aims to examine the concept, characteristics, principles, and implementation of human-centered governance in contemporary public organizations. Furthermore, the study seeks to analyze the contribution of human-centered governance to improving public service quality, strengthening citizen participation, fostering organizational innovation, and creating sustainable public value. The findings are expected to contribute to the development of public administration theory while also providing practical insights for policymakers and public managers in designing governance systems that are more inclusive, responsive, and oriented toward human needs.

METHODOLOGY

This study employs a Narrative Literature Review (NLR) approach to examine the concept, principles, and implementation of *human-centered governance* in contemporary public organizations. The NLR method was selected because it enables the synthesis and interpretation of diverse theoretical and

empirical perspectives, facilitating a comprehensive understanding of the evolving discourse on human-centered governance (Baumeister & Leary, 1997; Snyder, 2019).

The data used in this study consist exclusively of secondary sources, including peer-reviewed journal articles, academic books, conference proceedings, policy documents, and reports from international organizations. Relevant literature was collected from databases such as Scopus, Web of Science, ScienceDirect, SpringerLink, Emerald Insight, and Wiley Online Library, as well as publications from organizations including the OECD, United Nations, and World Bank. Priority was given to publications from the last ten years to ensure the relevance and currency of the review.

Data collection was conducted through a systematic literature search using keywords such as *human-centered governance*, *citizen-centered governance*, *public value governance*, *collaborative governance*, *public sector innovation*, and *digital government*. The identified sources were screened based on their relevance to the study objectives and subsequently categorized into major themes related to governance, public participation, service innovation, and public value creation.

The data were analyzed using narrative thematic analysis (Braun & Clarke, 2021). The process involved reviewing selected literature, identifying key concepts, coding recurring themes, and synthesizing findings across studies. The analysis focused on identifying patterns, similarities, differences, opportunities, and challenges associated with the implementation of human-centered governance in contemporary public organizations.

RESEARCH RESULTS AND DISCUSSION

Human-Centered Governance: Conceptual Foundations in Contemporary Public Organizations

The literature review demonstrates that *human-centered governance* represents a fundamental transformation in public administration, shifting the focus of governance from institutions and procedures toward people and their lived experiences. Traditional governance models generally emphasize bureaucratic compliance, hierarchical authority, standardized procedures, and organizational efficiency. While these elements remain important for ensuring accountability and administrative order, they often overlook the actual experiences, expectations, and needs of citizens as service users. In contrast, human-centered governance views citizens not merely as clients or beneficiaries but as active partners whose voices, preferences, and experiences should shape public policies, service delivery systems, and governance processes.

This paradigm shift is closely associated with the evolution of public administration theories over the past three decades. The emergence of the *New Public Service* paradigm challenged the dominance of *New Public Management* by emphasizing democratic citizenship, public participation, and collaborative problem-solving rather than market-oriented efficiency alone. Similarly, the concept of *public value governance* argues that governments should focus on creating public value through interactions among government institutions, citizens, civil society organizations, and private actors. Human-centered governance builds upon these perspectives by positioning human well-being,

social inclusion, and citizen experiences as the primary indicators of governance success.

From a conceptual perspective, human-centered governance is supported by four interconnected pillars. The first pillar is citizen-centeredness, which emphasizes understanding public needs before designing policies and services. The second pillar is participatory governance, which encourages meaningful citizen involvement in decision-making processes. The third pillar is co-creation, where public value is produced collaboratively through interactions among multiple stakeholders. The fourth pillar is empathy-based administration, which requires public officials to understand the social realities and challenges experienced by citizens before formulating solutions. These pillars collectively create governance systems that are more adaptive, responsive, and socially legitimate.

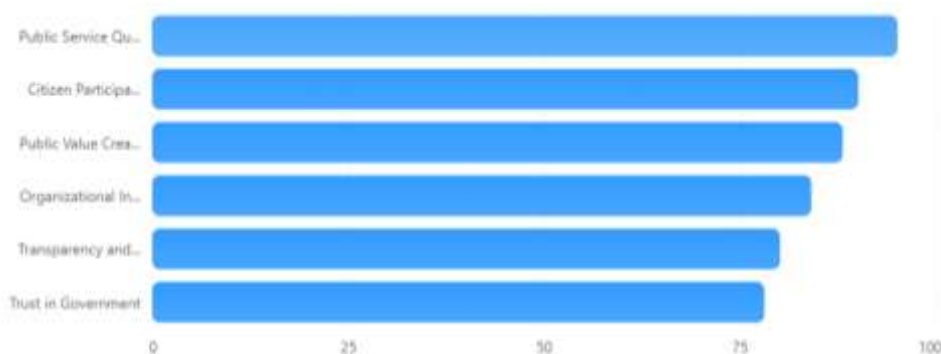


Figure 1. Major Contributions of Human-Centered Governance in Contemporary Public Organizations

The increasing relevance of human-centered governance is also driven by digital transformation and the growing complexity of public problems. Contemporary issues such as poverty, inequality, environmental sustainability, digital inclusion, and public health cannot be effectively addressed through top-down governance mechanisms alone. Instead, these challenges require collaborative governance arrangements that integrate local knowledge, citizen participation, and cross-sector cooperation (Ansell & Torfing, 2021). Consequently, public organizations are increasingly expected to act not merely as service providers but as facilitators of collective problem-solving and public value creation.

An important example of human-centered governance in Indonesia is SP4N-LAPOR!, a national digital platform that enables citizens to submit complaints, aspirations, and feedback regarding public services. The platform promotes citizen participation, transparency, responsiveness, and accountability by facilitating direct communication between citizens and government institutions.

Studies indicate that SP4N-LAPOR! has strengthened public participation by reducing barriers to communication and providing government agencies with real-time feedback for service improvement. Evidence from several regions, including Yogyakarta, Bali, and West Sumatra, shows that citizen complaints

submitted through the platform have contributed to policy adjustments and improvements in public service delivery, particularly for vulnerable groups.

The growing number of complaints submitted through SP4N-LAPOR! – exceeding 176,000 reports in a year – also reflects increasing public trust in digital governance mechanisms. However, challenges remain, including limited inter-agency coordination, inadequate public awareness, uneven digital literacy, and delays in complaint handling (Ibty et al., 2025; Wahyuni & Khairazzadittaqwa, 2024).

In addition, Indonesia has expanded citizen-centered governance through digital initiatives such as SIASN, which aims to improve transparency, accessibility, and user-oriented public services. These developments demonstrate Indonesia’s broader commitment to strengthening human-centered governance through digital transformation.

Overall, the Indonesian case demonstrates that human-centered governance is not merely a theoretical concept but an emerging governance practice that seeks to place citizens at the center of public administration. Through initiatives such as SP4N-LAPOR! and digital service innovations, public organizations are gradually moving from a bureaucracy-centered model toward a governance model characterized by participation, responsiveness, collaboration, and public value creation. Nevertheless, sustaining these achievements requires continuous institutional reform, leadership commitment, digital inclusion efforts, and the development of governance mechanisms capable of transforming citizen feedback into meaningful policy and service improvements.

Characteristics of Human-Centered Governance

Human-centered governance is a governance approach that places citizens at the center of policy-making, decision-making, and public service delivery. Unlike traditional governance models that emphasize administrative efficiency, it focuses on citizens’ needs, experiences, and participation. The literature highlights key characteristics such as inclusiveness, responsiveness, collaboration, transparency, and public value creation, which support more adaptive and citizen-oriented governance.

Table 1. Key Characteristics of Human-Centered Governance in Contemporary Public Organizations

No.	Characteristic	Brief Description
1	Citizen Orientation	Public policies and services are designed based on citizens' needs, expectations, and experiences.
2	Participatory Engagement	Citizens are actively involved in decision-making, policy formulation, and service improvement processes.
3	Empathy-Driven Administration	Public officials seek to understand citizens’ real-life situations, challenges, and concerns before making decisions.

4	Adaptability and Flexibility	Organizations continuously learn, adapt, and improve policies based on feedback and changing societal needs.
5	Cross-Sector Collaboration	Governments collaborate with citizens, civil society organizations, academia, and the private sector to address complex public issues.

Table 1 demonstrates that human-centered governance is fundamentally characterized by a shift from organization-centered administration toward citizen-centered governance. The first characteristic, citizen orientation, highlights the importance of designing policies and public services based on the actual needs and experiences of service users. This approach ensures that governance outcomes are more relevant and beneficial to society.

The second characteristic, participatory engagement, reflects the growing recognition that citizens should be involved not only as recipients of public services but also as active contributors to governance processes. Through participation, governments can obtain valuable insights that improve policy effectiveness and democratic legitimacy.

The third characteristic, empathy-driven administration, emphasizes the need for public officials to understand citizens' circumstances and challenges from a human perspective. Empathy enables more responsive and equitable policy decisions, particularly when addressing the needs of vulnerable populations.

Meanwhile, adaptability and flexibility allow public organizations to respond effectively to dynamic social, economic, and technological changes. Organizations that continuously learn from citizen feedback are better positioned to improve service quality and policy outcomes. Finally, cross-sector collaboration recognizes that complex public issues often require coordinated efforts among governments, communities, civil society organizations, academic institutions, and private-sector actors.

Collectively, these characteristics indicate that human-centered governance promotes a governance model that is more inclusive, participatory, responsive, and collaborative. Such a model contributes to improved public service quality, stronger citizen trust, enhanced organizational innovation, and the creation of sustainable public value in contemporary public organizations.

Core Principles of Human-Centered Governance

The literature review indicates that the successful implementation of human-centered governance is built upon several fundamental principles that guide how public organizations interact with citizens and other stakeholders. These principles serve as normative foundations for creating governance systems that are more inclusive, responsive, collaborative, and oriented toward public value creation. The following points summarize the core principles identified in the literature.

Key Principles:

1. Inclusiveness

- a. Ensures that all social groups, including marginalized and vulnerable populations, have equal opportunities to access public services and participate in governance processes.
 - b. Aims to reduce social, economic, and digital inequalities.
2. Participation
 - a. Encourages active citizen involvement in policy formulation, implementation, and evaluation.
 - b. Promotes collaboration and shared decision-making between governments and citizens.
3. Responsiveness
 - a. Reflects the ability of public organizations to respond quickly and effectively to citizens' needs and societal challenges.
 - b. Supports continuous improvement through feedback and learning mechanisms.
4. Transparency and Accountability
 - a. Ensures that government actions, decisions, and policies are open and accessible to the public.
 - b. Strengthens public trust by enabling citizens to monitor and evaluate government performance.
5. Co-Creation of Public Value
 - a. Recognizes that public value is generated collectively through interactions among governments, citizens, civil society organizations, and private-sector actors.
 - b. Encourages collaborative problem-solving and innovation.

The principles above demonstrate that human-centered governance extends beyond administrative efficiency and emphasizes the importance of human welfare, democratic engagement, and collaborative governance. Inclusiveness ensures that governance benefits are distributed fairly across society, while participation enables citizens to play an active role in shaping public decisions that affect their lives. At the same time, responsiveness allows public organizations to adapt to changing societal needs and expectations more effectively.

Furthermore, transparency and accountability contribute to building public trust and institutional legitimacy by making government processes more open and understandable. Finally, the principle of co-creation of public value reflects a contemporary understanding of governance in which governments no longer act as sole problem-solvers but instead collaborate with multiple stakeholders to address complex public issues. Collectively, these principles provide a foundation for governance systems that are more citizen-oriented, innovative, sustainable, and capable of generating long-term public value.

Implementation of Human-Centered Governance in Contemporary Public Organizations

The implementation of human-centered governance in contemporary public organizations goes beyond the adoption of digital technologies or administrative reforms. It represents a fundamental transformation in how governments understand citizens, design public services, formulate policies, and create public value. The literature indicates that successful implementation is characterized by

four interrelated dimensions: human-centered service design, citizen participation mechanisms, organizational culture transformation, and data-informed yet human-sensitive decision-making. Together, these dimensions enable public organizations to become more responsive, inclusive, and adaptive to citizens' needs and societal challenges.



Figure 2. Main Dimensions of Human-Centered Governance Implementation

1. Human-Centered Service Design

One of the most visible manifestations of human-centered governance is the adoption of human-centered service design. This approach emphasizes understanding citizens' experiences, expectations, and challenges before designing public services. Rather than focusing solely on administrative convenience, public organizations seek to identify service barriers from the users' perspective and redesign processes accordingly. Human-centered service design often incorporates design thinking methodologies, user journey mapping, feedback collection, and continuous service improvement mechanisms.

In the Indonesian context, the implementation of SP4N-LAPOR! (National Public Service Complaint Management System – People's Online Aspiration and Complaint Service) represents a practical example of citizen-centered service design. The platform was developed to simplify the process through which citizens communicate complaints, aspirations, and suggestions regarding public services. Through integrated digital channels, citizens can submit reports directly to relevant government institutions without facing complex bureaucratic procedures. This transformation reflects a shift from bureaucracy-centered services toward citizen-centered public service delivery. Research shows that SP4N-LAPOR! has improved accessibility and expanded opportunities for citizens to voice concerns regarding public services and government performance.

However, several studies reveal that the effectiveness of SP4N-LAPOR! remains uneven across regions. Research conducted in Kota Banjar found that delays in complaint resolution were often caused by the absence of standard operating procedures, weak coordination among administrators, and limited technological capacity. These findings indicate that technological innovation alone is insufficient; effective human-centered governance also requires organizational readiness and institutional commitment (Yulia et al., 2022).

2. Citizen Participation Platforms

A second critical dimension of human-centered governance is the establishment of citizen participation platforms. Human-centered governance recognizes citizens as active partners rather than passive recipients of government services. Therefore, governments increasingly develop mechanisms that enable citizens to participate in policymaking, service evaluation, and governance processes.

SP4N-LAPOR! has also become one of Indonesia's most significant e-participation initiatives. Through the platform, citizens can monitor government responses, track complaint statuses, and participate in governance through digital engagement. Research on e-participation in Indonesia suggests that such platforms contribute to strengthening democratic governance by increasing opportunities for public involvement and improving communication between government institutions and citizens. Furthermore, digital participation systems generate valuable data that can inform policy improvements and service redesign.

Empirical evidence further indicates growing citizen engagement through the platform. A study examining SP4N-LAPOR! usage reported a substantial increase in public complaints, reaching approximately 176,853 reports in one year. This growth reflects increasing public awareness of participatory governance mechanisms and demonstrates citizens' willingness to engage when accessible communication channels are available. Nevertheless, uneven digital literacy and disparities in technological access continue to limit participation among certain social groups.

3. Organizational Culture Transformation

The literature consistently highlights that human-centered governance requires more than structural reform; it also demands cultural transformation within public organizations. Traditional bureaucratic cultures often prioritize hierarchy, rule compliance, and procedural control. By contrast, human-centered governance encourages empathy, collaboration, innovation, learning, and citizen responsiveness.

Organizational culture transformation requires public managers to adopt leadership styles that empower employees, encourage experimentation, and support continuous improvement. Public servants are expected to move beyond administrative routines and develop a deeper understanding of citizens' needs and experiences. This cultural shift enables public organizations to become more adaptive and innovative when responding to complex societal challenges.

An Indonesian example can be found in the implementation of the State Civil Apparatus Information System (SIASN) by the National Civil Service Agency. The SIASN initiative reflects a citizen-centric approach in public sector digital transformation, emphasizing user accessibility, transparency, and service responsiveness. Research on SIASN demonstrates that public organizations are increasingly incorporating citizen-oriented values into administrative systems, reflecting broader efforts to democratize public service delivery and strengthen public sector innovation (Cahya & Wardiyanto, 2026).

4. Data-Informed yet Human-Sensitive Decision-Making

The final dimension of implementation concerns the integration of data-driven governance with human-centered values. Contemporary governments increasingly rely on digital technologies, analytics, and evidence-based policymaking to improve governance effectiveness. However, human-centered governance emphasizes that data should support rather than replace human judgment.

Decision-making processes should combine quantitative evidence with qualitative understanding of citizens' experiences and social realities. This balance is particularly important when addressing issues involving vulnerable populations, social inequality, or complex community needs. Human-centered governance therefore promotes the ethical use of technology while ensuring that policy decisions remain grounded in human values, empathy, and social inclusion.

The Indonesian experience with SP4N-LAPOR! illustrates this principle. Public complaints submitted through the platform generate valuable administrative data that can be used to identify service gaps, recurring problems, and citizen priorities. At the same time, the platform enables policymakers to understand the lived experiences behind statistical indicators. As a result, complaint data become not only a management tool but also a mechanism for incorporating citizen perspectives into policy evaluation and organizational learning (Kirana & Humaira, 2025).

The findings indicate that the implementation of human-centered governance in Indonesia is gradually evolving through digital participation platforms, citizen-centric service innovations, and organizational reforms. Programs such as SP4N-LAPOR! and SIASN demonstrate that public organizations are increasingly moving away from traditional bureaucratic models toward governance systems that prioritize citizen experiences, participation, responsiveness, and public value creation. These initiatives align closely with the principles of human-centered governance, particularly inclusiveness, participation, responsiveness, transparency, and co-creation.

Nevertheless, the Indonesian experience also reveals persistent challenges. Limited digital literacy, uneven technological access, weak inter-agency coordination, insufficient organizational capacity, and inconsistent responsiveness continue to constrain the effectiveness of human-centered governance initiatives. Consequently, achieving sustainable human-centered governance requires not only technological innovation but also long-term investments in institutional capacity, leadership development, citizen engagement, and organizational culture change.

Contributions of Human-Centered Governance in Contemporary Public Organizations

The literature review reveals that human-centered governance generates multiple benefits for public organizations and society. Beyond improving administrative performance, this governance approach contributes to better public services, stronger citizen engagement, enhanced organizational innovation, and the creation of sustainable public value. These contributions demonstrate why

human-centered governance has become an increasingly important framework for contemporary public administration.

Table 2. Main Contributions of Human-Centered Governance

No.	Contribution Area	Key Contributions
1	Public Service Quality Improvement	Improves service accessibility, responsiveness, efficiency, and citizen satisfaction.
2	Strengthening Citizen Participation	Increases public involvement in policymaking, service evaluation, and governance processes.
3	Organizational Innovation	Encourages creativity, experimentation, co-creation, and adaptive problem-solving.
4	Sustainable Public Value Creation	Enhances social welfare, trust, inclusion, legitimacy, and long-term societal benefits.

Table 2 demonstrates that human-centered governance produces benefits that extend beyond traditional measures of governmental performance. The first contribution, public service quality improvement, reflects the ability of public organizations to design and deliver services that are more responsive to citizen needs, resulting in higher levels of satisfaction and service effectiveness.

The second contribution, strengthening citizen participation, highlights the role of governance mechanisms that encourage citizens to become active partners in decision-making processes. Increased participation not only improves policy legitimacy but also strengthens democratic governance and public trust.

The third contribution, organizational innovation, shows that continuous interaction with citizens enables public organizations to identify emerging challenges and develop creative solutions. Innovation occurs not only through technological advancement but also through improvements in organizational processes, service delivery methods, and collaborative governance arrangements.

Finally, sustainable public value creation represents the broader societal impact of human-centered governance. By aligning public policies and services with community needs and aspirations, governments can generate long-term benefits such as social inclusion, institutional trust, public legitimacy, and collective well-being. Together, these contributions illustrate how human-centered governance supports the development of more effective, inclusive, and sustainable public organizations.

From a theoretical perspective, the findings reinforce the growing shift in public administration from bureaucratic and managerial paradigms toward governance models emphasizing public value, co-creation, and citizen engagement. Human-centered governance can be understood as an integrative framework that combines principles from public value governance, collaborative governance, and citizen-centered public administration.

From a practical perspective, public managers and policymakers should prioritize citizen engagement, empathetic leadership, inclusive service design, and cross-sector collaboration when developing governance systems. Organizations seeking to implement human-centered governance should invest in participatory mechanisms, employee capacity development, digital engagement platforms, and

continuous feedback systems. Such efforts can help create governance structures that are more inclusive, responsive, innovative, and capable of generating sustainable public value in contemporary society.

CONCLUSION AND RECOMMENDATION

This study demonstrates that human-centered governance represents a significant shift from traditional bureaucratic administration toward governance systems that prioritize citizens' needs, experiences, and participation. The literature review shows that human-centered governance is built upon key characteristics such as citizen orientation, participatory engagement, empathy-driven administration, adaptability, and cross-sector collaboration. These characteristics are supported by core principles including inclusiveness, participation, responsiveness, transparency, accountability, and the co-creation of public value.

The findings further reveal that the implementation of human-centered governance is reflected in human-centered service design, digital participation platforms, organizational culture transformation, and data-informed yet human-sensitive decision-making. Indonesian initiatives such as SP4N-LAPOR! and SIASN illustrate practical efforts to strengthen citizen-centered governance through digital transformation and public sector innovation.

Furthermore, human-centered governance contributes to improving public service quality, increasing citizen participation, fostering organizational innovation, and creating sustainable public value. Despite challenges related to digital literacy, organizational capacity, and inter-agency coordination, the approach offers a promising framework for developing more inclusive, responsive, adaptive, and citizen-oriented public organizations capable of addressing complex governance challenges in the contemporary era.

ADVANCED RESEARCH

Future research should focus on empirical and comparative studies to examine how digital technology, organizational culture, and citizen participation influence the effectiveness of human-centered governance in improving public service quality, inclusiveness, and citizen trust.

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