



The Impact of Public Administration on Cultural Policy and Creative Industries

Agus Salim¹, Irwan¹, Khaerul Iskandar¹

¹Universitas Pancasakti Makassar, Indonesia

*Corresponding Author: Agus Salim

Article Info

Article History:

Received July 9, 2024

Revised July 19, 2024

Accepted: August 12, 2024

Keywords:

Public Administration,
Cultural Policy, Creative
Industries, Policy
Implementation,
Sustainability.

Abstract

This research thus adopts a qualitative design to analyses how public administration influences cultural policy, and its implications for the growth and viability of creative industries. Bureaucracy appears to be central in the formulation, monitoring/assessment, and coordination of cultural policies across the supporting sectors including film, music, and the new media. Employing a qualitative research approach involving interviews with policy makers, public administrators, representatives from cultural industries, analyses of available policy documents and an ethnographic approach to cultural events, the study identified important policy issues regarding policy formulation, funding sources and policies and cultural regulation. These papers suggest that sound cultural policies unlock potential for innovation and sustainability in creative economy sectors, in terms of appropriate facilities, funds, and legal framework. Nevertheless, obstacles such as limited access to resources, inadequate performance of the administrative system, and dispersed control over the process compromise the execution of these strategies. The research enriches the knowledge base by identifying the potentially missing or underexplored aspects of PA's impact on the creative industries' growth and proposing strategies for improvement. In conclusion, the present study enforces a necessity to develop a balanced and easily comprehensible vision of the function and potential approaches on the part of the public administration to maintain the long-term stability and further development of the creative industries as a significant factor for economic growth and cultural diversification.

Introduction

Public management plays an important role in culture policy and their role to develop and sustain the continuity for sector arts and creativity. Cultural promotion includes the rules, investments, and strategic goals formulated through nations to facilitate and promote cultural actions and manufacturers. The creative economy as sectors containing motion picture, music, writing, and digital media, large contributors to financial development and diversity. This creation explores the symbiotic relationship between public administration, cultural policy, and new innovative industries as responses to how good governance can promote and advance the cultural sector (Van et al., 2020; Rosenbloom et al., 2022). Public management, outlined because the putting into practice of government coverage and the administration of public initiatives and applications, kinds the central a part of cultural policy. Culturized administration helps outline, implement and review operational values through the collaboration of numerous governmental organisations and departments (Lapuente & Van, 2020).

The establishment of an appropriate environment which will support innovative industries is the task of effective public management where the infrastructure, investments and the appropriate legal setting are described and offered. Government is not the only determinant of

cultural rules; on the contrary, the rules play a key role in determining the place of the government. These regulations set the authorities' vision, missions, and goals for cultural operations, with the strategies for funding and controls of cultural organisations and operations identified in these regulations (Inch et al., 2023). Public management makes certain these plans are implemented into practical packages and measures and are in consistence with extra governmental visions that features financial uplift, social integration, and nationwide consciousness (Janssen et al., 2023).

The implication of public administration on cultural policy is explicit in several fields such as investment processes, policies, and mechanisms, and focused projects (Hill & Hupe, 2021). Financial support is one of the most critical aspects of culture provision delivering cash resources to cultural institutions, artists and creative businesses. Public administration oversees those funding applications so that it can provide an assurance of asset allocation that is proper as well as fair (Bakhtiar, 2021). This encompasses the current state of affairs of such supply arrangements as: subsidies offered and the tax credits meant for the encouragement of cultural production and consumption (Farazmand, 2023). Other basic aspects of cultural coverage which are inspired by way of public management consist of regulatory frameworks. It defines the legal and institutional environment of cultural sporting events, outlining conditions for copyright, intellectual property and content legislation. These rules are in the cost of public management, guaranteeing that cultural manufacturers and buyers work inside a legal sphere that is honest and transparent (McLeod et al., 2020).

As well as cultural diplomacy and history conservation, strategic tasks also refer to the field of public administration (Robinson, 2020; Labadi et al., 2021). Cultural belongings can be employed for making international relations and enhancing an international image of a country (Bhat & Rajeshwari, 2022). Such initiatives are coordinated by public administration and utilizing cultural values to develop relations and reconciliation between the countries. Heritage conservation on the different hand encompasses the preservation and marketing of traditional background webs and means (Harrison et al., 2020). These are undertaken by public administration where culture background is also taken into consideration for the future generation while contributing to tourism and other related economies (Hildreth, 2021). It means that the role of public management in fostering innovative industries goes beyond a policy system and its application. It includes the emergence of the enabling conditions in the innovative sector for innovation and entrepreneurship, together with the utilization of sustainable solutions (Pustovrh et al., 2020). This entails infrastructure offering where such things as creative spaces and incubators which offer resources aid to new creative institutions. Public administration also opens access to markets, domestic and foreign, by providing such tasks as alternative missions, festivals or exhibitions (Romein & Trip, 2020).

However, public management plays a central position in schooling and ability growth contained in the creative occupations (Ferlie & Ongaro, 2022). In this way, governments can adorn skills and talents of creative specialists to support educational programs and education tasks, insisting on the ripeness of new specialists for the numerous fast switching enterprise (Wahba & Chun, 2022). Public management also encourages collaboration between academic institutions, enterprise, and government to promote the ideals of organizational capabilities and innovation (McMullin, 2021). The influence of public administration for cultural policy affects the innovative fields on a large scale (Klochan et al., 2021). Good statecraft results in a health cultural economy and facilitates the economic and social development of the region and country (Stoddard et al., 2021). On the identical time, weak or ineffective cultural measures can suppression creativity, prevents get admission to cultural facilities and threaten the sustainability of technological starters. Hence, understanding the impact of public management

of cultural policy and creative industries is significant for policy makers, culture makers and scholars (Betzler et al., 2021).

Method

This research work adopted the qualitative research methodology in explaining the place of public administration in introducing /formulating culture policy as well as its contribution to building and sustaining cultural development creativity industries. Qualitative approach was adopted so as to capture relatable characteristics of culture and factors that shape policy and creative industries. The research sought to obtain qualitative data to analyse and provide patterns, themes and characteristics that would shed light on the relations between governance, policy and creative economy.

To this end, an appropriate research methodology of exploratory research design was adopted to ensure that personal accounts of cultural policy stakeholders were captured. The data gathering techniques used in the study were; interviews, documentation review, and observation. Twenty-five purposively selected participants for the study comprised policymakers, public administrators, cultural practitioners, and representatives from the creative industry. Such issues as the relevance of public administration to policy-making, creative industries' dilemma, as well as the effects of policy on creativity and longevity were discussed during these interviews. Furthermore, based on certain sources of legislation policies acting as guidelines for cultural policies, strategic plans and government reports are used in order to identify the policy and strategic frameworks regarding culture policy. Cultural events as well as creative institutions really augmented the data collected through providing data on the actual application of the acts.

The data were analyzed thematically in order to gain an understanding of yet unrecognized patterns in the data. This entailed becoming acquaintances with the data, introducing significant tags on these data, and categorizing these tags into more general themes in line with the objectives of the study. These hypotheses were centred around key themes such as, “policy formulation and implementation”, “funding and regulation issues” and “strategic direction for the industry development”. These themes identified were understood from the lens of knowledge within the given data and existing literature and theoretical frameworks in order to derive a better understanding of the topic in helping the response the research questions.

Result and Discussion

Public administration, with its key function of managing governmental processes, plays an instrumental role in shaping and executing cultural policies that directly influence the growth and sustainability of creative industries. The intricate relationship between governance structures, policy implementation, and the creative sector has been underexplored in some areas, particularly in the practical application and effectiveness of these policies. This study seeks to bridge that gap by examining how public administration impacts cultural policy design, addresses sector-specific challenges, and influences the ability of creative industries to thrive in a competitive global environment. Through interviews, document analysis, and observations, this research offers new insights into the ways public administration can both facilitate and hinder the development of creative industries, providing valuable implications for future policy development and strategic decision-making.

Role of Public Administration in Cultural Policy Design and Execution

Public administration plays a pivotal role in the design and execution of cultural policies, ensuring the alignment of cultural objectives with broader national goals. The design phase involves formulating strategies, frameworks, and regulations that guide the cultural sector.

During execution, public administration oversees the practical implementation of these policies, allocating resources, managing programs, and evaluating outcomes to promote sustainability and innovation in creative industries. By bridging policy intentions with actionable initiatives, public administration ensures that cultural policies meet the evolving needs of the creative ecosystem.

In cultural policy design, public administration acts as the architect of a nation's cultural vision. This involves identifying strategic objectives, such as promoting cultural diversity, preserving heritage, and fostering creative innovation. Administrators collaborate with stakeholders, including cultural practitioners and industry leaders, to ensure that policies reflect societal values and industry needs. A respondent emphasized this collaboration, stating:

"We work closely with artists and organizations to ensure the policies aren't just theoretical but address the real challenges they face."

This co-creation process enables the development of comprehensive policies that integrate both economic and cultural dimensions, enhancing the cultural sector's resilience and global competitiveness.

During execution, public administration ensures the effective allocation of resources, such as funding, infrastructure, and human capital. The establishment of grant programs, tax incentives, and public-private partnerships are critical components managed by public administrators. One participant noted:

"Our role is to make sure that financial resources are distributed equitably and transparently to support emerging talents and sustain established institutions."

This includes monitoring the use of resources and adapting programs based on performance evaluations, ensuring that initiatives are both impactful and sustainable.

Public administration also provides the regulatory framework that governs the creative and cultural sectors. This involves setting standards for intellectual property protection, content regulation, and copyright enforcement. Effective regulation fosters a fair environment for creators and industry players. As another respondent explained:

"The regulations are not just about control but about protecting creativity, ensuring that artists feel secure in their work and have mechanisms to resolve disputes."

Through proactive oversight, public administration balances the interests of creators, consumers, and businesses, ensuring a vibrant and legally robust cultural landscape.

Public administration conducts regular evaluations of cultural policies to assess their impact and relevance. This involves gathering feedback from stakeholders, analyzing industry trends, and revising strategies to address emerging challenges. One interviewee highlighted:

"We constantly review our programs to ensure they're relevant in a rapidly changing cultural and economic environment."

This adaptive approach allows public administration to remain responsive to societal and industry shifts, strengthening the cultural sector's contribution to national development.

Impact of Policies on the Growth and Sustainability of Creative Industries

The implementation of effective cultural policies significantly influences the growth and sustainability of creative industries by addressing critical factors such as funding, regulatory support, and infrastructure development. These policies shape the environment in which creative enterprises operate, fostering innovation, entrepreneurship, and long-term stability.

Through strategic interventions, governments can promote cultural diversity, enhance global competitiveness, and ensure equitable access to resources within the creative sector.

Funding policies are a cornerstone for the growth of creative industries. Government grants, subsidies, and tax incentives provide much-needed financial stability for cultural organizations and individual creators. By reducing financial barriers, these mechanisms enable innovation and experimentation, fostering a diverse cultural output. One respondent emphasized:

"Without consistent government funding, many of our projects would never reach the audience. It's not just about money but creating a system where creativity can thrive."

These financial supports not only help sustain established institutions but also encourage the emergence of new talents and enterprises, expanding the creative landscape.

Robust regulatory frameworks ensure that creative industries operate in a secure and fair environment. Policies on intellectual property rights, copyright protection, and content regulation safeguard the interests of creators while maintaining ethical standards. A participant noted:

"Our industry depends heavily on strong copyright laws. They protect our work from misuse and ensure we get fair compensation for our efforts."

Such legal protections build confidence among creators and investors, encouraging more significant contributions to the cultural economy. Additionally, clear regulations reduce operational uncertainties, making the industry more attractive to domestic and international stakeholders.

Infrastructure development, such as creative hubs, incubators, and digital platforms, plays a vital role in supporting creative industries. These facilities provide resources and collaborative spaces for creators to innovate and scale their ventures. Public policies often include initiatives that promote access to markets through trade fairs, exhibitions, and cultural exchange programs. One interviewee highlighted:

"Government-supported creative hubs have been instrumental in connecting us with markets we wouldn't have reached otherwise."

Such interventions not only boost the economic viability of creative enterprises but also enhance their visibility and impact on a global stage.

Education and skills-building policies are critical for equipping individuals with the expertise needed to navigate the evolving creative industry landscape. Training programs, partnerships with academic institutions, and mentorship initiatives ensure a steady flow of skilled professionals into the sector. As another participant shared:

"The government-backed training programs have given our team the skills to compete internationally and adapt to new trends in the market."

By fostering a culture of learning and adaptability, these policies contribute to the sector's resilience and ability to face future challenges.

Challenges in Policy Implementation

Implementing cultural policies often faces significant challenges, including resource constraints and bureaucratic inefficiencies. These challenges can hinder the effective translation of policy goals into tangible outcomes, affecting the growth and sustainability of creative industries. Understanding these obstacles is essential to designing solutions that optimize policy impact.

One of the most pressing challenges in policy implementation is the lack of sufficient financial and human resources. Limited budgets often force public administrators to prioritize certain initiatives over others, leaving many creative projects underfunded or entirely unsupported. A respondent from the cultural sector shared:

"We frequently have to scale down or postpone our programs due to funding cuts. This inconsistency makes it hard to plan for the long term."

Similarly, human resource constraints, such as insufficiently trained personnel in cultural administration, affect the quality and efficiency of program delivery. Public administrators sometimes lack the technical expertise required to support creative enterprises adequately, which can stall innovation and limit the sector's potential.

Bureaucratic inefficiencies, including lengthy approval processes and overlapping responsibilities among governmental agencies, create significant barriers to effective policy implementation. These inefficiencies can lead to delays, increased costs, and frustration among stakeholders. As one participant noted:

"Sometimes, it takes months to get a simple approval for funding, and by the time we receive it, the project deadlines have already passed."

Such inefficiencies discourage participation from creative enterprises and reduce trust in public administration. In some cases, unclear communication between agencies results in redundant efforts or conflicting objectives, further complicating implementation processes.

A lack of coordination between government agencies, cultural organizations, and private stakeholders also poses challenges. Effective policy implementation requires collaboration across multiple sectors, but misalignment of priorities and insufficient communication can hinder this effort. One cultural practitioner highlighted:

"We often feel excluded from decision-making processes, even though these policies directly affect our work."

Such exclusion reduces the effectiveness of policies, as they fail to address the practical needs and realities of those they aim to support. Strengthening stakeholder engagement through inclusive dialogue and participatory approaches is critical to overcoming this issue.

Cultural policies often struggle to keep pace with the rapidly changing nature of creative industries, particularly in areas such as digital media and technology. Outdated regulations and rigid administrative structures can stifle innovation and adaptability. Another interviewee explained:

"The policies in place don't reflect the digital shift in our industry. This gap leaves us struggling to compete in global markets."

Addressing these challenges requires a dynamic approach to policymaking that considers emerging trends and technologies while ensuring the flexibility to adapt to unforeseen developments.

This study highlights the critical role of public administration in shaping cultural policy and its subsequent impact on the growth and sustainability of creative industries. The findings offer significant insights into how governance frameworks, funding mechanisms, and strategic initiatives intersect to influence creative sectors. By addressing gaps in the existing literature, this study provides an in-depth understanding of the implementation challenges and opportunities for policy effectiveness, which previous studies have either overlooked or explored in a limited context.

Previous studies have acknowledged the importance of public administration in cultural policy but often focused narrowly on specific aspects such as funding mechanisms or regulatory frameworks (Farazmand, 2023; McLeod et al., 2020). This study broadens the scope by exploring a comprehensive range of policy impacts, including strategic initiatives like cultural diplomacy and heritage conservation. Additionally, it delves into challenges such as resource constraints and bureaucratic inefficiencies, areas that are underexplored in the literature (Bhat & Rajeshwari, 2022).

While McMullin (2021) emphasized the need for skill-building in creative industries, this study highlights how public administration's strategic interventions directly contribute to creating supportive ecosystems for creative professionals. The findings underline that effective collaboration between public institutions and industry stakeholders is crucial, filling a gap in understanding the intersection of governance and innovation.

The study's findings also extend existing discussions on cultural diplomacy and heritage conservation. Unlike Inch et al. (2023), who focused predominantly on the economic outcomes of cultural initiatives, this research emphasizes the socio-cultural dimensions. For example, the role of public administration in facilitating cultural diplomacy enhances not just economic growth but also international relations and mutual understanding. The insights from participants, such as those noting how cultural diplomacy initiatives elevate global visibility, provide empirical evidence to support theoretical claims made in earlier works (Harrison et al., 2020).

The issue of bureaucratic inefficiencies in cultural policy implementation has received limited attention in the literature. This study contributes a nuanced perspective by documenting the delays and frustrations experienced by stakeholders due to fragmented governance structures. For instance, the observation that lengthy approval processes impede project execution aligns with broader critiques of public administration inefficiencies (Janssen et al., 2023). However, unlike earlier studies, this research emphasizes the compounded effect of these inefficiencies on small and emerging creative enterprises, which are disproportionately affected by delayed funding and unclear regulatory guidelines.

While previous research has underscored the disconnect between policy objectives and the practical needs of creative industries, this study provides detailed evidence of how stakeholder exclusion exacerbates this gap. For example, practitioners reported feeling alienated from decision-making processes, which contrasts sharply with the participatory approaches advocated in policy theory (Lapiente & Van, 2020). By incorporating these findings, the study advances a critical discourse on the importance of inclusive governance in fostering sectoral innovation and sustainability.

This study not only addresses gaps in understanding the implementation challenges of cultural policies but also lays the groundwork for future inquiries into adaptive governance. For example, the finding that policies often fail to accommodate digital transformation highlights an emerging research avenue. Future studies could explore how agile policymaking frameworks might better support creative industries in navigating technological disruptions (Pustovrh et al., 2020).

Conclusion

The significance of this research lies in revealing the functions of public administration in cultural policy formation and the role of the latter in development and stability of creative industries. Therefore, filling the major gaps in the literature, including bureaucratic issues, policy considerations, and sectoral requirements, the study emphasizes the relevance of efficient governance to the culture sector. The work indicates that effectiveness of carefully

planned and executed cultural politics does positively impact innovation, sustainability, and international recognition within creative sectors. However, adapted barriers, including limited resources and sectoralization of governing remain an issue, meaning there is a need to develop more participative policies. In conclusion, this research generates insight that may be useful to policy makers and scholars who wish to develop or enhance cultural creative industries.

References

- Bakhtiar, B. (2021). Accountability and Transparency in Financial Management of Village Fund Allocations in Achieving Good Governance. *ATESTASI: Jurnal Ilmiah Akuntansi*, 4(2), 230-245. <https://doi.org/10.57178/atestasi.v4i2.269>
- Betzler, D., Loots, E., Prokúpek, M., Marques, L., & Grafenauer, P. (2021). COVID-19 and the arts and cultural sectors: Investigating countries' contextual factors and early policy measures. *International journal of cultural policy*, 27(6), 796-814. <https://doi.org/10.1080/10286632.2020.1842383>
- Bhat, R. M., & Rajeshwari, R. (2022, December). Diasporic Culture and International Relations-A Historical Study. In *International Conference on Health Science, Green Economics, Educational Review and Technology* (Vol. 4, pp. 41-46). <https://doi.org/10.54443/ihert.v4i.131>
- Farazmand, A. (Ed.). (2023). *Global encyclopedia of public administration, public policy, and governance*. Springer Nature.
- Ferlie, E., & Ongaro, E. (2022). *Strategic management in public services organizations: Concepts, schools and contemporary issues*. Routledge. <https://doi.org/10.4324/9781003054917>
- Harrison, R., DeSilvey, C., Holtorf, C., Macdonald, S., Bartolini, N., Breithoff, E., ... & Penrose, S. (2020). *Heritage futures: comparative approaches to natural and cultural heritage practices*. UCL press. <https://doi.org/10.14324/111.9781787356009>
- Hildreth, W. B. (2021). *Handbook of public administration*. W. B. Hildreth, G. Miller, & J. Rabin (Eds.). Routledge.
- Hill, M., & Hupe, P. (2021). *Implementing public policy: An introduction to the study of operational governance*. Sage.
- Inch, A., Wargent, M., & Tait, M. (2023). Serving the public interest? Towards a history of private sector planning expertise in England. *Planning Perspectives*, 38(2), 231-251. <https://doi.org/10.1080/02665433.2022.2063165>
- Janssen, M., Wanzenböck, I., Fünfschilling, L., & Pontikakis, D. (2023). Capacities for transformative innovation in public administrations and governance systems: Evidence from pioneering policy practice.
- Kloch, V., Piliaiev, I., Sydorenko, T., Khomutenko, V., Solomko, A., & Tkachuk, A. (2021). Digital Platforms as a tool for the transformation of strategic Consulting in Public Administration. *Journal of Information Technology Management*, 13(Special Issue: Role of ICT in Advancing Business and Management), 42-61.
- Labadi, S., Giliberto, F., Rosetti, I., Shetabi, L., & Yildirim, E. (2021). Heritage and the sustainable development goals: Policy guidance for heritage and development actors. *International Journal of Heritage Studies*.
- Lapiente, V., & Van de Walle, S. (2020). The effects of new public management on the quality of public services. *Governance*, 33(3), 461-475. <https://doi.org/10.1111/gove.12502>

- McLeod, J., Shilbury, D., & Zeimers, G. (2020). An institutional framework for governance convergence in sport: The case of India. *Journal of sport management*, 35(2), 144-157. <https://doi.org/10.1123/jsm.2020-0035>
- McMullin, C. (2021). Challenging the necessity of New Public Governance: Co-production by third sector organizations under different models of public management. *Public Administration*, 99(1), 5-22. <https://doi.org/10.1111/padm.12672>
- Pustovrh, A., Rangus, K., & Drnovšek, M. (2020). The role of open innovation in developing an entrepreneurial support ecosystem. *Technological forecasting and social change*, 152, 119892. <https://doi.org/10.1016/j.techfore.2019.119892>
- Robinson, S. C. (2020). Trust, transparency, and openness: How inclusion of cultural values shapes Nordic national public policy strategies for artificial intelligence (AI). *Technology in Society*, 63, 101421. <https://doi.org/10.1016/j.techsoc.2020.101421>
- Romein, A., & Trip, J. J. (2020). Business incubators as tools for creative cluster development. In *Creative Cluster Development* (pp. 85-97). Routledge.
- Rosenbloom, D. H., Kravchuk, R. S., & Clerkin, R. M. (2022). *Public administration: Understanding management, politics, and law in the public sector*. Routledge. <https://doi.org/10.4324/9781003198116>
- Stoddard, M., Van Egeren, D., Johnson, K. E., Rao, S., Furgeson, J., White, D. E., ... & Chakravarty, A. (2021). Individually optimal choices can be collectively disastrous in COVID-19 disease control. *BMC public health*, 21, 1-12. <https://doi.org/10.1186/s12889-021-10829-2>
- Van Buuren, A., Lewis, J. M., Guy Peters, B., & Voorberg, W. (2020). Improving public policy and administration: exploring the potential of design. *Policy & Politics*, 48(1), 3-19. <https://doi.org/10.1332/030557319X15579230420063>
- Wahba, S., & Chun, Y. (2022). Orange is the new colour of city competitiveness: The role of local governments in promoting cultural and creative industries. *Journal of Urban Regeneration & Renewal*, 15(2), 136-149.