

POLITICAL AND ADMINISTRATIVE RELATIONS IN THE ROLE OF ACTING REGIONAL HEADS: A STUDY OF THE ACTING GOVERNOR OF DKI JAKARTA

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ABSTRACT: DKI Jakarta as a special region with the operational burden of a capital city that has not been relocated, faces complexities in various aspects, including the economy, congestion, and political issues. With the largest government budget in Indonesia and the province with the highest Election Vulnerability Index, the Acting Governor of DKI Jakarta must manage the government with a well-thought-out strategy to overcome the challenges faced. The statement of the Minister of Home Affairs attempting to separate politics and administration in the role of acting regional head (Pj Kada) is considered inappropriate because the acting officer has 2 roles at once as a public manager and temporary regional head. This study analyzes the relationship between politics and administration in the role of the Acting Regional Head in carrying out his duties. The research approach uses post-positivist where Mark Moore's Strategic Triangle theory (1995) as a research lens in describing the role of the Acting Head with 5 important informants in building the perspectives of the central government, local government and academics. As for analyzing data, researchers used data triangulation. The results of the study found that the Acting Governor of DKI fulfilled 3 dimensions and 10 indicators of the strategic triangle including the dimensions of Social Role, Political Role and Administrative Role. Capacity and background as well as good relationships with stakeholders and vertical agencies are factors that support the role of the Acting Governor of DKI to run well and properly. The legitimacy built long ago through his career history is also one of the important roles of the Acting Governor of DKI in balancing administrative and political functions.

Keywords: Career Apointee, Capability, Creating Public Value, Legitimacy

INTRODUCTION

Indonesia entered a new chapter in a more democratic life along with the birth of the reform movement in 1998 and marked by the collapse of the New Order (Irham, 2015). Until now, Regional Head Elections have been a feature of

Indonesian politics for almost 18 years. The progress of democracy in Indonesia began in 2005 when Indonesia held the first Regional Head Election in history which took place in Kutai Kartanegara Regency, East Kalimantan (Mindarti et al., 2021). This moment is a historic

moment for the Indonesian people to voice their right to vote in choosing regional heads and is a forum for the community to participate in government.

Regional Head Elections are part of the General Election which aims to elect Governors and Vice Governors, Regents and Vice Regents, and Mayors and Vice Mayors. and based on data from the Ministry of Home Affairs, the Regional Head Election has been held in four waves. Wave I in 2015 was followed by a total of 269 regions. Then the second wave in 2017 was 101 regions. Furthermore, wave III has been implemented in 2018 as many as 170 regions and the last is wave IV in 2020 which was followed by 270 regions.

The implementation of the gradual regional elections has weaknesses because it is only followed by a few regions in one periodization so that the Government needs to hold regional elections again and again because the term of office of regional heads ends differently. Then through Law Number 10 of 2016, the Government will carry out National Simultaneous Regional Head Elections which will be followed by provincial, regency, and city levels throughout Indonesia in November 2024. In Argawati and Siagian (2022), it is said that the holding of national simultaneous regional elections is like two sides of a coin. On the one hand, this mechanism can reduce time waste and harmonize the periodization of development planning, on the other hand, there will be a massive power

vacuum due to the transition phase from the old Regional Head to the new Regional Head in 2024. So as to anticipate the power vacuum, through the provisions of Article 201 paragraph (9) of Law Number 10 of 2016.

The Acting Regional Head (Pj Kada) is a State Civil Apparatus (ASN) who is appointed as a Temporary Regional Head to fill the vacancy in the positions of Regional Head and Deputy Regional Head who cannot carry out their duties together. ASNs who meet the criteria, such as occupying the Primary or Intermediate High Leadership Position, can be appointed as Acting Regent/Mayor or Governor. The appointment of Pj Kada was made to ensure the continuity of local government even without a definitive regional head, and his duties lasted until the inauguration of the definitive regional head of the 2024 election results. Data from the Directorate General of Regional Autonomy shows that in 2022 and 2023, as many as 275 regions in Indonesia need Pj Kada because the term of office of their regional heads will end. In this context, there are political issues such as acceptability, capacity and capability, as well as public acceptance of Pj Kada. (Prasajo & Salam, 2022) identifies the political situation faced by Pj Kada, including acceptance in the eyes of the legislature, intervention in political-business policies in the regions, and competition between politicians and political parties. This research shows that political and administrative separation is

difficult for a bureaucrat, in line with the concept of Continuum Lines.

According to (Alford et al., 2017), administrative governance can be illustrated as a continuum line with three zones, namely the red zone (political domain), the blue zone (administrative domain), and the purple zone (transition domain between politics and administration). An Acting Regional Head (Pj Kada) will likely often be in the purple zone, where they will have to perform administrative and political functions simultaneously. In the context of Pj Kada in DKI Jakarta, the complexity covers political, economic, and congestion aspects, with the largest government budget in Indonesia. This province also has a high electoral vulnerability index, requiring the Acting Governor of DKI Jakarta to manage the government by considering the dynamics and preparing strategies to overcome challenges and minimize potential turmoil that may arise (Alinea.Id, dprd-dkijakartapro.go.id). Therefore, a Pj Kada in DKI Jakarta must have the ability to make balanced decisions between political considerations and policy implementation, while maintaining effective management in public administration (B. Moore, 1989).

This study aims to find out how the political and administrative role of the Acting Governor of DKI Jakarta considering that this is very important to encourage optimal government functions carried out. And the results of this research contribute to enrich the

understanding of the development of the concept of political dichotomy and public management.

RESEARCH METHODS

This research uses a post-positivist approach, which focuses on existing theoretical frameworks and concepts to answer research questions. The main theory operationalized in this study is the Strategic Triangle theory by (M. H. Moore, 1998). The post-positivist approach recognizes the involvement of researchers as active subjects in compiling understanding and interpretation of the phenomena studied.

The type of research used is descriptive/narrative, which provides a detailed description of the condition of the problem that is the focus of the research. In data collection, this study used semi-structured interview techniques and documentation studies and applied spiraling methods to facilitate data collection, transcription, and coding. The use of purposive sampling techniques is carried out to determine informants based on the principles of data adequacy and data suitability.

The data analysis process in this study involves the stages of data collection, data condensation, data display, and conclusion drawing. This study also uses triangulation techniques, especially triangulation of data sources, to improve the reliability and validity of research results. As the end of the data analysis process, this study seeks to

conclude the findings to answer the research question.

This research has advantages in combining a post-positivist approach with a descriptive/narrative type of research, as well as applying careful data analysis methods and triangulation techniques to strengthen the validity of the findings.

RESULTS AND DISCUSSION

Acting Governor of DKI Jakarta

Drs. Heru Budi Hartono, M.M, as the Acting Governor of DKI Jakarta has been serving since October 17, 2022, replacing Anies Baswedan. According to political analyst Ari Susanto, the Acting Governor of DKI Jakarta must meet five crucial requirements, namely understanding the complexity of DKI Jakarta, having bureaucratic experience, establishing good relations with various components of government, having an inclusive orientation, and being popular. Heru Budi Hartono is considered to meet these criteria, an experienced bureaucrat who has served in various positions in the DKI Jakarta Government, including as Head of the Regional Asset Finance Management Agency and Mayor of North Jakarta. With this track record and experience, Heru is expected to be able to overcome the complexity of DKI Jakarta problems and establish good relations with various components of government, as well as lead popularly. The Head of the DKI Jakarta Government Bureau also stated that he was in line with these expectations in an interview in November 2023.

"If I may tell you, Mr. Heru used to be the head of the KDH bureau which was at that time when Mr. Jokowi became governor. so gradually, so the KDH bureau, so the mayor of North Jakarta, the new head of BPKAD was drawn to Setneg, became the president's chief of staff." (Interview with Head of Biropem DKI Jakarta, 2023)

The Acting Governor of DKI also can create a conducive environment by maintaining good relations. Based on the statement of the Head of the DKI Jakarta Biropem Division, there is a firm line between the political and administrative roles of the Acting Governor of DKI Jakarta who assist the implementation of regional government, namely the relationship between the Acting Governor and stakeholders has a positive attachment. "So indeed, if institutionally, yes, he is still a civil servant, he cannot do politics, even though he is indeed in quotation marks for many articles that can be analyzed, he is close to Mr. Jokowi who is a political figure, where is Jokowi from? PDIP. then the chairman of the DKI DPRD is also PDIP, this may be one of the determining factors there is harmony, the relationship is harmonious. Front equals back. One of the determining factors."

Maintaining good relationships is one of the *skills* needed to build strong relationships, because a strong

network is the key to the successful implementation of local government programs. Positive engagement in the Acting Governor's relationship with stakeholders also creates a synergistic working atmosphere. In carrying out his duties and responsibilities, the Acting Governor can optimize support from various related parties, creating effective collaboration to achieve regional development goals. Thus, the ability to maintain good relations is not only an

interpersonal aspect, but also a smart strategy in achieving the success of local government implementation in DKI Jakarta. Realizing these various aspects, the DKI Jakarta government can design holistic and integrated policies to maintain sustainable economic growth, improve community welfare, and overcome challenges faced in the context of the dynamic development of metropolitan areas.

DKI Jakarta Conditions



Figure 1. Map of DKI Jakarta

Special Region (DKI) Jakarta is a province located on the island of Java and surrounded by West Java, Central Java, and the Java Sea. DKI Jakarta has a special status as a province which is also an administrative city, which means that the Governor of DKI Jakarta also has the role of Mayor of Jakarta. Of the total area of 7,660 km², DKI has a total land area

of 669 km² of land and sea area of 6,998 km². There are 32 km of coastline, 13 rivers with a total length of 370 km, two canals and two *flood ways* with the division of areas spread across five administrative cities, namely 5 administrative cities, 1 administrative district, 44 sub-districts and 267 Neighborhoods.

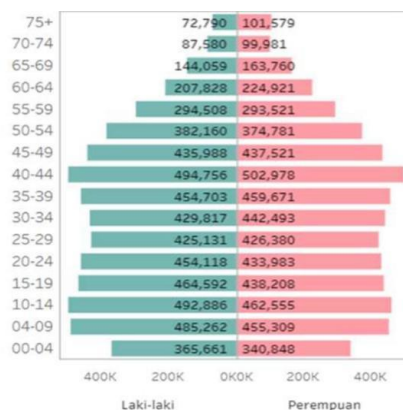


Figure 2. Demographics of DKI Jakarta

Source: Report of the Acting Governor of DKI Jakarta Period IV 17 July-17 October 2023

Furthermore, DKI Jakarta occupies number 6 of the largest population in Indonesia. Based on Figure 4.2 that there are 71.17% of the population with productive age (8,078,058 people) then have a dependency rate of 40.51% (100 people of productive age bear 41 people of unproductive age. The population structure of DKI Jakarta Province shows the dominance of the productive age population (15-60 years) as shown in the picture above. In 2022, the productive age population was recorded at 7,395,191 people or 67.98 percent of the total population, the unproductive

population (0-14 years) as many as 2,965,925 people or 27.26 percent, and the population who were no longer productive or past retirement as many as 518,153 people or 4.76 percent. With this population structure, DKI Jakarta's dependency ratio in 2022 is 45.67 percent, which means that out of 100 productive age residents of DKI Jakarta will economically bear as many as 46 residents of non-productive age. This condition shows that currently DKI Jakarta is still in the demographic bonus period with the meaning that there is a productive age population available as capital for economic development

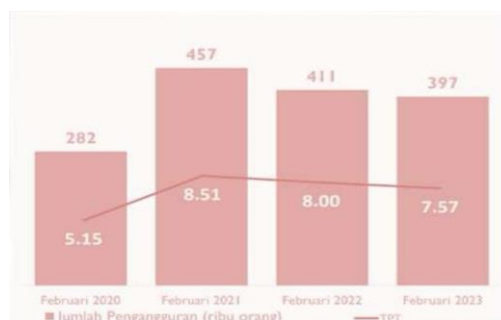


Figure 3. DKI Jakarta Open Unemployment Rate

Source: Report of the Acting Governor of DKI Jakarta Period IV 17 July-17 October 2023

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DKI Jakarta is also the number 4 province with the highest Open Unemployment Rate nationally with 397 thousand people, although in Quarter 1 of 2023 (January-March) the TPT figure decreased by 0.43% compared to Quarter 1 of 2022 according to Figure 3 The Open Unemployment Rate (TPT) is an indicator to measure labor that is not

absorbed by the labor market. With the number of unemployed people in Jakarta reaching 397,623 people in February 2023. Meanwhile, based on gender, male TPT in Jakarta tends to be higher, which is 8.36%. Meanwhile, women's TPT in Jakarta was recorded at 6.31%.



Figure 4. Economic Growth Rate of DKI Jakarta

Source: Report of the Acting Governor of DKI Jakarta Period IV 17 July-17 October 2023

In terms of economic growth, DKI Jakarta is the center of economy and business in Indonesia which has contributed half of the economy in Indonesia. The economic growth rate in the second quarter grew by 0.18% compared to the first quarter according to Figure 4.3. with details, the first quarter of 2023 grew by 4.95 percent, strengthening compared to economic growth in the first quarter of 2022 which grew by 4.61 percent. All expenditure components in this quarter grew positively except Government Consumption Expenditure (GCE). PKRT as the component with the largest contribution grew 7.75 percent. This increase was driven by increased

consumption in the transportation and communication group; and restaurants and hotels. This growth is indicated by increasing imports of consumer goods, motor vehicle sales; and increasing passenger numbers on all modes of transportation. The second highest-growing component is PKLNPR. This component grew 6.25 percent driven by increased political party activity ahead of the 2024 democratic party. After that, followed by the PMTB component which grew 6.43 percent. This growth is among others reflected in the increase in construction output, imports of capital goods, realization of Foreign Direct Investment (FDI) and Domestic Investment (DI).

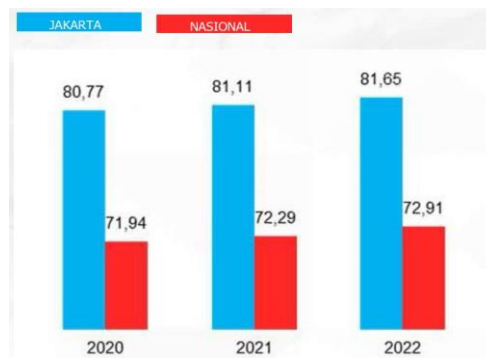


Figure 5. DKI Jakarta Human Development Index (HDI)

Source: Report of the Acting Governor of DKI Jakarta Period IV 17 July-17 October 2023

Next, in the Human Development Index (HDI), it plays a role in measuring the success of development efforts on the quality of life of the population and describes how residents access development results in obtaining income, health, education, and so on. After being depressed in 2020 due to the COVID-19 pandemic, Jakarta's HDI in 2021 and 2022 began to improve. Jakarta's HDI grew by 0.34 percent in 2021 and 0.88 percent in

2022, higher than in 2020 when the COVID-19 pandemic hit Indonesia which only grew by 0.01 percent. The growth in 2022 has even exceeded the growth before the COVID-19 pandemic in 2019, which grew by 0.3 percent. The improvement in Indonesia's HDI in 2022 was mainly driven by an increase in the dimension of decent living standards represented by adjusted real expenditure per capita variables.



Figure 6. DKI Jakarta Poverty Level

Source: Report of the Acting Governor of DKI Jakarta Period IV 17 July-17 October 2023

DKI Jakarta's poverty rate in the March 2022 period was 4.69%, then the poverty rate in March 2023 was 4.44% when compared to March 2022, the current poverty rate decreased by 0.25%. The decline in the number of poor

people is partly due to Jakarta's economic growth rate which has increased and stimulated Jakarta's economic activity. The Gini ratio, which describes the level of inequality between population expenditure groups,

increased in March 2022. The higher the Gini ratio, the higher the inequality between the lower and upper class populations. This is a positive signal that there is an improvement in the quality of the people of DKI Jakarta.

Purpose of the Acting Governor of DKI Jakarta

Based on the results of interviews and document studies, the purpose of the PJ Governor in accordance with Article 201 of Law Number 10 of 2016 is to fill the vacancy until there is a definitive KDH with the same duties, authorities, obligations and prohibitions as the definitive KDH. As well as the job description in the Decree of appointment as Acting Governor, among others: 1) Facilitating preparations for the implementation of the 2024 simultaneous regional elections, 2) maintaining the neutrality of civil servants and 3) Reporting accountability to the Home Minister every 3 months.

"In Law No. 10 of 2016, article 201 paragraph 10 is sounded to fill the vacancy, the acting regional head is

appointed until the national simultaneous regional elections which will be held in November 2024. So this is history to fill the gap."

So that the purpose of the PJ Governor of DKI Jakarta is to implement the order of Law Number 10 of 2016, which is to fill the vacancy of the Definitive Regional Head who has expired his term, then carry out the job description in the Presidential Decree.

Consent in making decisions

Decision making is a critical process that involves identifying problems, gathering information, analyzing data, and finally making a decision. In an organization, this process can involve various levels and related parties. A leader or decision maker must be able to identify key issues that require decision, formulate clear goals, and gather relevant information.

One indicator that supports the theory used in this thesis is the existence of agreement in every decision making. A leader should ideally have the ability



Figure 7. Joint Agreement Meeting of the 2023 Regional Budget Ranperda

The Acting Governor of DKI does not need to replan, his task is to develop

activities which will then be coordinated with the DPRD related to the preparation

of the APBD. The implementation of programs that have been regulated in existing planning documents focuses on developing activities in accordance with established guidelines. Meanwhile, based on the document study, there are several approval achievements involving the DPRD, including: 1) Timeliness of submission and signing of the draft KUA PPAS, 2) Timeliness of signing the Joint Agreement on the draft KUA PPAS with the DPRD, 3) Timeliness of submission and signing of the draft Regional Regulation on the Regional Budget including the Proportion of Budget Allocation.

The above certainly does not support Wilson's idea of political dichotomy, which holds that there is a need for separation between policymakers and their implementation by bureaucrats. The political-administrative line of the Acting Governor is between the administrative domain and the political domain, which has two roles in achieving the planned targets. The legitimacy and support of the government, community and organizational environment is a political skill to gain trust so that the Acting is also able to get approval in *decision making*. Thus, from the results of the interview above, the political and administrative relations of the Acting Head of the DKI Governor are well established, the Acting Head of DKI is able to stand in the purple zone (Figure 1.1) working on two domains simultaneously.

Adequate Human Resources are available in implementing the plan

Human resources are not only an element of task execution, but also a major force in realizing long-term visions and goals. Effective human resource management involves assessing the quality and completeness of data related to performance, adaptability, and individual contribution to organizational development. By understanding the potential of human capital, organizations can plan strategies that are sustainable and responsive to environmental changes, making human resources a key asset in achieving long-term success.

"If you target capabilities, there are many DKI civil servants who excel at the national level, and I believe that many can also expand maybe yes, there are also ministries who move to become *sesdirjen* too, then *bang sinaga* becomes *sesdirjen* in *naker*. There are also some of them Mr. Edy Junaidi at BKPM. Many DKI ASNs who excel in this matter are decisive as well, proof that it is undisputed." (Interview with Karopem DKI Jakarta, 2023)

ASN DKI Jakarta which has high qualifications and capabilities also plays an important role as part of the administration that supports the success of development. Their awareness of the principles of good governance and ability to adapt to change shows that political and administrative relations can create an environment that supports sustainable growth and progress in regional development. Good synergy

between politics, administration, and implementation of development plans is an important foundation for effective and sustainable development.

Strategy of the Acting Governor of DKI Jakarta

Managerial Skills

Managerial skills are at the core of a person's ability to manage and lead teams and resources efficiently and effectively to achieve predefined goals. These skills are essential in a variety of contexts, from business to government, nonprofits, to everyday life.

A competent manager has a number of key skills. First, they have strong planning abilities. It includes the ability to formulate goals, identify necessary resources, and design concrete steps to achieve those goals. Good managers are also able to organize resources and time efficiently, ensuring that tasks and responsibilities are well distributed among team members.

Effective managers also have good communication skills. They can articulate the vision and goals clearly to their team, listen carefully, and communicate with various stakeholders. Good communication skills also include the ability to handle conflict, provide constructive feedback, and motivate the team.

The managerial skills of an acting officer can be seen from three aspects, namely, policy advocacy, efforts to understand political dynamics in the

region and build communication between stakeholders. In accordance with the message of the Minister of Home Affairs on every occasion, the Minister of Home Affairs advised the Acting Officers to be able to create and maintain a conducive work environment for the implementation of the government.

"One builds communication with the DPRD, as a political institution, because the DPRD and regional heads and government administrators cannot possibly run without communication between the two." (Interview with Head of Sub-Directorate Wil 2 Dit FKDH and DPRD, 2023)

Another factor in the managerial skills of the Acting Governor of DKI is the employment background. Acting Governor of DKI Heru Budi is a bureaucrat from Jakarta who began his brilliant career through the position of Special Staff to the Mayor of North Jakarta in 1993. Then he became Mayor of North Jakarta in 2014, then was withdrawn to become Head of the Presidential Secretariat of the Republic of Indonesia in 2017 until now.

Track record The Acting Governor of DKI reflects a strong dedication and devotion to community service and responsible government duties. With extensive and diverse experience, the individual has the potential to make significant contributions to the development and management of the region as well as national governance.

Through its programs and attitudes, the Acting Governor of DKI can show that the acting governor of DKI is actively involved in policy advocacy and political dynamics in the region by building communication with stakeholders in all government administration activities, as well as collaborating together between stakeholders. The Acting Governor demonstrates the role of public managers who understand the political context, are good at communicating and are active in the development of advocacy strategies. This supports Steven Cohen's idea that there are several things that need to be prepared by the Acting in facing changes and demands from the community that affect the government, including an active role in advocacy, efforts to understand political dynamics in the region and efforts to build joint communication. Thus, based on the research above, the Acting Governor of DKI is able to act as a public manager and regional head in carrying out his duties.

Innovation and Change

Innovation and change are two interrelated components that serve as major catalysts for societal growth and organizational development. Good change is produced by innovation, which essentially includes the creation and execution of new ideas. Innovation is not only concerned with technology or products, but also includes innovative thinking, new solutions to problems, and

the development of more efficient processes. Innovation gives us the opportunity to make big changes, respond to new demands, and improve the quality of life. Innovation has the ability to change paradigms, create new paths, and bring better solutions to current problems.

Innovation and change become the forces that drive social, economic, and cultural progress. People who are able to adopt and utilize innovation well will experience beneficial changes in various aspects of life. Therefore, understanding the relationship between innovation and change is essential to shaping a dynamic and sustainable future.

Itjen considered that innovation is one aspect or indicator that must be met by officials in government administration in line with the request of the Minister of Home Affairs who prioritizes innovation in the regions. The point is discussed separately in number 5 Development Aspects, namely Innovation (innovation in quality and quantity).

"Then this PJ is the result of the appointment, he does not need high political capital, so do not let there be legal cases of procurement of goods and services or OTT KPK against this PJ always message the Minister. Wanti-wanti there. Then innovation to further strengthen innovation, besides that this PJ will be evaluated every three months by Itjen, yes, there is his team there." (Interview with Director General of Regional Autonomy, 2023)

DKI in this case has many innovations that can not only be useful but also prove to be the best ideas with a series of awards received. Based on the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform Number 588 of 2023, DKI won the TOP 5 Commendable Public Service Innovations through Check and Realize Innovation at the Senen District Health Center. In addition, DKI also won an award from the Minister of Transportation for the innovation of creative financing schemes for urban mass transportation.

The Acting Governor reforested 1000 trees under the Becakayu Toll Road in collaboration with Maybank Indonesia in an effort to deal with pollution issues. Meanwhile, in an effort to handle stunting, officials also hold innovations to ensure the accuracy and speed of program interventions through the Jakarta Beraksi website for ease of CSR distribution, the establishment of Centing Nasi (Prevent Indonesian Child Stunting) which has PMT activities, growth and development stimulus, family education, Klenting Puspa innovation which is a collaboration to reduce stunting at Pademangan Health Center, Go Tuntas JS innovation, Kodim Assisted Toddlers, Jatipulo Beraksi, Rembuk Stunting, BAGIMU Program and Stunting Child Foster Father Program (BAAS).

The innovation of the Acting Governor of DKI is said to be good because it has many innovations and awards thanks to these innovations. In

terms of quality, these innovations, especially in stunting handling innovations, have large outcomes. Of the 22,823 stunting cases in DKI, the Acting Governor managed to solve 5,286 cases or 23.3% of the total number of nutritional problems.

The Acting Governor of DKI in dealing with stunting has concrete steps, including socialization to stakeholders, implementation of Jakarta Action, fulfillment of anthropometric spending, dissemination of stunting information, implementation of Fish Eating Germas, provision of subsidized food assistance, piloting the Jakarta post in Integrated Action Dashat, organizing webinars, building SPALD-T, increasing the number of SRs and optimizing the SPALD-T site preparation network, construction of JSS Zone 1 Package 5 and 6 and Stunting Foster Parents program.

The Acting Governor of DKI Jakarta has made many changes and innovations, which shows his strong commitment to reform in governance. Awards and recognitions from outside parties, such as the Decree of the Minister of State Apparatus Empowerment and Bureaucratic Reform, show that innovations carried out, such as the Check Innovation and Sadari Puskesmas Kecamatan Senen, are considered good solutions to improve public services.

Creative strategies such as greening and the Jakarta Beraksi program to address stunting and environmental issues show that

innovation focuses not only on technological progress but also social and environmental change. Concrete steps, such as establishing Centing Nasi and cooperating with various parties, show efforts to address the welfare issues of society as a whole.

In order for continuous improvement in public services and improvement of public services to be guaranteed, the Acting Governor of DKI Jakarta must continue to strive to evaluate the impact of innovation and involve various parties in the process. This is crucial to ensure sustainability and continuous improvement in public services and improvement of community welfare. Through the programs and attitudes shown above, the Acting Governor of DKI innovates and creates change through its performance. Therefore, the attitude of the Acting Governor of DKI supports the idea of an ideal public manager as Steven Cohen's theory which states that acting public managers require innovation and its impact on people's lives.

The dividing line between the political and administrative domains as shown in figure 1.1 does not apply to the performance of the duties of the Acting which requires the two roles to run side by side and continuously. In this case, the political and administrative roles carried out by the Acting Governor of DKI are said to complement and support each other in efforts to achieve performance targets.

Engagement and Collaboration

The process of formulating and implementing development policies certainly involves stakeholders who are the main foundation for the implementation of development. At the regional level, Forkopimda as the highest forum that accommodates communication between institutional leaders is a driver and unifier of regional vision. Increasing the effectiveness of engagement efforts can be done through regular meetings and periodic consultations in creating open dialogue as a synergy between leaders and vertical agencies.

"We should never assume that this assigned PJ must be delicious, no. We read a lot in the media about the refusal of the Governor who is not willing to be inaugurated like Kobar or where, or which area is a lot in the media. So actually the task of Pj is heavy, one we are not from there, maybe the plus value is that we understand administration according to the provisions of the law, so as I said earlier, which is to build communication, first with the DPRD first, the Minister always advises to build good communication with the DPRD, then often go down to the community, if you often go down to the community, so you know what the real obstacles, what the hell do they need... the key is communication, Forkopimda characters are also frequent, so if every time there is a problem, Forkopimda is invited to talk together, so sit down that I am a migrant, I need to study the community there, build communication, don't be

arrogant" (Interview with the Director General of Regional Autonomy, 2023)

"We hear from Pj's experience, Pj is nothing smooth, everything is certain, yes we enter a world that is not us, new people, maybe if we come from that area there is still an inner bond, if there really is no one then it must be built, communication, all with Forkopimda, including with the DPRD, the community"

"It just so happens that Pj's relationship with Forkopimda is also here. There is an indicator mas. There are all, and she has to attach the photos. Relationship with Forkopimda. Forum for religious harmony and active conflict management. Here is guarding... there was an activation activity for the religious harmony forum, FKUB. Forkopimda also exists, efforts made to maintain unity and unity as well as ethnic diversity, language, maintaining personal ethics. There are all forkopimdanya. There are all. Frequency of coordination with Forkopimda and all vertical agencies. The question is coordination with Forkopimda and vertical agencies in the value area. It is this coordination of its enclosing activities. Then if there is no coordination then the value is 0. It's already there this. Well it's here. In the exposure there, otherwise it can not be valued. Later he attached what he did. "

This is an example of DKI, the frequency of coordination with Forkopimda, here he attaches this visit to the East Jakarta Pengalangan RTH, there are activities with Forkopimda

elements, attending gatherings, there are all these. When he does not attach this, the value is non-existent. So he established a relationship with Forkopimda for whatever activities, he had to sound here, if there was none of this he could not judge. And it's all there. So there is a photo, there is a caption, what event. This is all there

The Acting Governor of DKI has a good relationship with the DPRD, so that in making policies or carrying out duties, the Acting Governor can present harmonization between policy stakeholders. Although ASN cannot be political, as Acting Heru can do so without violating ASN's code of ethics.

"Pj is a civil servant and he is bound by the code of ethics that he should not be in politics actually, apart from that he must understand the limits – which is approximate, then he secures all policies that do not touch – policies that are political in nature, both those that previously existed in the previous governor's period and those that were issued during the PJ." (Interview with Head of DKI Jakarta Government, 2023)

Then, the Acting Governor of DKI during his duties in the fourth period has held 18 governor leadership meetings. The meeting discussed how the implementation of local government ran for three months. The function of guidance and supervision of regional apparatus runs properly under the leadership of the Acting Governor of DKI during this period. The acting advocate on several topics that were discussed in several meetings such as air pollution

issues, summits and discussions of the Regional Bill. The acting officer conducted two briefings on the issue of air pollution which were discussed on August 16, 2023 and September 19, 2023.

The results of the author's interview said that to deepen community understanding, the Acting Officer must enter and become an inseparable part of the leadership who has already served in the local area.

"The key is communication, Forkopimda characters are also frequent, so if every time there is a problem, Forkopimda is invited to talk together, so sit down that I am a migrant, I need to study the community there, build communication, don't be arrogant against the central person, so as you want, don't." (Interview with Head of Sub-Directorate Wil.2 FKDH Otda, 2023)

The Acting Governor of DKI also seeks to deepen understanding of political dynamics in the regions through joint coordination between stakeholders as seen in the frequency of coordination with Forkopimda and all vertical agencies in the regions which occurred six times in three months in period IV.

Vertical agencies, which include ministries and central government agencies, act as supporters and supervisors of policy implementation in the regions. Intensive involvement efforts are carried out through facilitation, assistance, supervision and

so on. These activities serve to equalize understanding, and ensure the availability of resources needed for the successful implementation of regional development programs. The political role of the acting in this matter largely determines the successful implementation of the development direction policy. Officials can be political consensus builders at the Forkopimda level with central ministries or institutions. This involves the ability to unite the vision with regional development priorities, by understanding the political dynamics that occur. The acting officer also acts as a negotiator and diplomat, to ensure that various parties work well together. In addition, the acting officer also acts as an advocate of development policy at the national and central levels, the acting officer needs to be a capable communicator in persuading and convincing stakeholders. Legitimacy built in the eyes of the community will help legitimacy in the eyes of stakeholders. Although appointed not through regional elections, the legitimacy of the acting officer can be built through dissemination of performance results and how conflict resolution in the regions is resolved.

That the relationship is also an aspect/indicator that becomes the assessment of an acting regional head in the evaluation by the Itjen. This is also stated in annex III of the Minister of Home Affairs Letter Number 800.1.14/2195/IJ dated September 11, 2023 at Government point Number 5,

namely establishing a working relationship with Forkopimda and all vertical agencies in the regions.

"Relationship with Forkopimda. Forum for religious harmony and active conflict management." (Interview with Kabag Anev Itjen, 2023)

Good communication between stakeholders will make it easier for regional heads to achieve their targets. Coordination can also increase public trust in the government, in this case the activities of the Acting Governor of DKI Jakarta with Forkopimda and Tzu Chi Buddha in RT Settlement Arrangement. 13 RW.08, Palmerah Village is a good reference.

Development efforts The Acting as a representative of the central government responsible for the implementation of local government acts as a direct liaison between the center and regions so as to create harmonious relations with vertical agencies. Positive engagement in the Acting Governor's relationship with stakeholders also creates a synergistic working atmosphere. In carrying out his duties and responsibilities, the Acting Governor can optimize support from various related parties, creating effective collaboration to achieve regional development goals. Thus, the ability to maintain good relations is not only an interpersonal aspect, but also a smart strategy in achieving the success of local government implementation in DKI Jakarta.

Through the programs and attitudes shown, it can show that the

acting governor of DKI involves stakeholders in all government administration activities, and collaborates together between stakeholders, the Acting Governor has succeeded in building trust and aligning organizational goals with a broader political agenda and showing the benefits of collaboration, can increase political influence and build support as Mark Moore and Steven Cohen Describe the elements to consider as a public manager. Thus, Dwight Waldo's opinion makes sense that administrators cannot be completely detached from the political context, and that effective governance requires stakeholder collaboration and coordination

Ethics and Integrity

Officials have great responsibility for governance, development and prosperity of society. Only selected people are in the capacity to perform the role. Adequate and relevant qualifications of officials with duties and responsibilities can produce professional officials.

The values of transparency, integrity and accountability are inseparable and closely attached to the values of ASN. The three are values upheld in the implementation of *good governance* which aims to create an environment where the government can provide maximum services to service recipients or the community.

"If Pj is a civil servant, it's a civil servant. Civil servants must be neutral, the rules are clear, otherwise neutral, they will be sanctioned from the rules of civil servants, only yesterday if it was not wrong, it was discussed, yes, yesterday Pj was in the spotlight because he was invited to a political party event, what can I attend, if possible, what are the rules? if there is no mistake between the institutions, yes, maybe later it can be confirmed whether it has become a circular related to the authority of Pj. I don't know the results, only yesterday it was a discussion that he was invited to attend not as a sympathizer, if for the DPRD we know that the DPRD is political, yes, the PJ will put themselves in accordance with the legislation, if they usually ask, for example, this pokir still sees the regional financial capabilities are also not arbitrary."

The expectation of implementing *good governance* is to create a clean, effective and service-oriented government reflected in the attitude of its organizers. As a high leader of local government, ethics and integrity are basic prerequisites for running the government. This is the basis that ensures the duties of officials can be accounted to the public and a reflection of quality leaders. A leader who has good character will be a role model for society and add legitimacy to society. Thus, the management of development and public funds can take place transparently and prevent corruption, collusion and nepotism.

According to Dr. H. Muhaddam Labolo (2016) stated that ethical practices in government leadership in Indonesia are a factor that should be carried out effectively and sustainably. This is important because there are still irregularities, KKN practices, and unethical behavior shown by government leaders in carrying out their basic duties.

During the implementation of the duties of period IV, the Acting Governor of DKI was found to have no administrative, ethical and other norm violations. Instead, the Acting Governor of DKI maintains personal ethics and becomes a role model as a regional head. On July 20, 2023, the Acting Officer gave an award as a form of appreciation for the work, power and impact given to PKK Cadres in the DKI Jakarta Provincial PKK Cadre Meeting activity. On July 25, 2023, the Acting Acting participated in preserving the marine life environment through coral reef transplantation activities, reflecting the Acting Officer's concern for sustainable development and *Green City*. In addition, to the victims of the fire in Kapuk Muara Village, the Acting Acting gave his donation on August 4, 2023.

Through interviews conducted by the author, the author found that in the context of transparency, integrity and accountability, the Acting Governor can utilize the media as the face of transparent and accountable government. Local governments can use websites or social media as a means of

communication with the community. For this, the performance and progress of a local government implementation can be monitored directly. An example is the YouTube of the DKI Jakarta Provincial Government which actively socializes DKI Provincial government programs.

"It can be through the media in the local government to publish what is being done. Then he compiles a report every three months to Itjen, there is an assessment, there is an evaluation, there is *also a crosscheck of Itjen*, it's not just any. this report is definitely accepted, so indeed, there is supervision from the central government especially from Itjen." (Interview with Director General of Regional Autonomy, 2023)

Neutrality in the use of media is also a crucial aspect in addition to being an instrument of transparency and accountability. Neutrality is a reflection of the attitude of behavior free from the influence of interests or politics so that the dissemination of information has credible and objective value. As mandated in Law Number 5 of 2023 in Article 2, namely:

The implementation of ASN policies and management is based on the principles of:

- a. legal certainty;
- b. Professionalism;
- c. Proportionality;
- d. Alignment;
- e. delegation;
- f. Neutrality;
- g. accountability;
- h. effective and efficient;

- i. Openness;
- j. nondiscriminatory;
- k. unity and unity;
- l. justice and equality; and
- m. Welfare.

so as a regional head who has the status of a civil servant, being neutral is the right thing to do. This serves so that there is no partiality in the implementation of local government so that the integrity of government administration can be fully maintained. The information conveyed is also not distorted because of political interests that can lead public opinion. Therefore, the regional head cannot side with any party.

"The head present as the head of the region clearly belongs to all, belongs to all parties belonging to all people, as long as he doesn't show partiality, now when he makes a speech, his speech is mediocre, or there is partiality, then ask when this gentleman is present how there is partiality or not." (Interview with Made, 2023)

The political perspective of the acting governor on this matter remains *in-line* with applicable regulations. Despite acting as *a policy manager, community leader, conflict manager, opinion leader, negotiator, liaison with central government* that is in direct contact with politics, officials cannot do politics like people who have full political rights. ASN has a law that regulates sanctions regarding the discipline of civil servants.

"So, okay, this is the run if you are prohibited from doing politics as civil servants. If politics is its responsibility to constituents, yes. And maybe the emphasis is on the President, but as a civil servant yes must be neutral. Bring the Civil Service Law, it must be professionally neutral in carrying out its duties as a regional head, the regional head is clear in his duties, maintaining *trantib* and prospering the people." (Interview with Made, 2023)

As an official, one of the things that can be done regarding neutrality is to formulate policies that regulate the preventive and repressive neutrality of civil servants. As revealed by one of the sources. This is very important for civil servants to understand and comply with applicable legal provisions related to political involvement so that their duties can be carried out transparently, fairly and in accordance with the principles *Good governance*.

"So what does he look like to make civil servants neutral? He issued the Pergub, there are sanctions if not, he *captures* put it here, this is assessed." (Interview with Head of Anev Itjen, 2023)

Then in line with the statements of other sources who assert that:

"There is a matter of sanctions, asn still ask for approval, including mutation, later disciplinary imposition, there is a realm, there is permission to go to the bkn, where do we have to go, right, at that time we zoomed on the 8th floor, it was about mutation sanctions

and all of that has rules, still guidelines cannot be arbitrary, there must be evidence, approval if the sanctions are yes. Moreover, until demotion can't be careless, there are still considerations. (Interview with Director General of Regional Autonomy, 2023)

The Acting Governor of DKI in this case, through the Circular Letter of the Head of the DKI Jakarta Provincial BKD Number e-0027 / SE / 2023 concerning the Participation of ASN Employees in the Wednesday Learning Podcast Activities with the theme Neutrality, conducts coaching and supervision of ASN neutrality by holding a Wednesday Learning Podcast with the theme "ASN Neutrality in facing the 2024 Elections".

Through the programs and attitudes shown, the Acting Governor of DKI adheres to the principles of civil servants and also shows his ethics and integrity in carrying out the administration of local government and can be neutral and not side with anyone. The Acting Governor succeeds in his role as a public manager who upholds high ethical standards in all interactions and decision-making processes and operates with transparency, integrity, and accountability according to Steven Cohen's ideas. This is important in the integration of political and collaborative strategies in the decision-making process which is the political role of an Acting Officer. Thus, the idea of a political-administrative dichotomy that the two roles need to be separated is

incompatible with reality. The political and administrative relations formed by the Acting Governor of DKI are well established.

CONCLUSION

The political-administrative relations in the role of the Acting Governor of DKI Jakarta show that the Acting Governor carries out both roles continuously and complementarily. Although the dividing line between the political and administrative domains does not apply to the implementation of the duties of the Acting Regional Head, his role as Governor of DKI Jakarta still includes political and administrative functions. The important points in its role include aspects of social roles by carrying out missions and targets based on laws and regulations, political roles supported by legitimacy and support from the government, society, and work organizations, as well as administrative roles strengthened by capabilities as senior bureaucrats. The results also identified a number of supporting strategies, including managerial skills, innovation and change, engagement and collaboration, and the application of ethics and integrity to maximize the role of the Acting Governor of DKI.

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