



Response of Regional Heads in Harmonization of Central and Regional Policy Directions to the Development of the National Capital in East Kalimantan

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Abstract. This study describes the leadership responsibilities of regional heads in National Capital (IKN) development. This study uses a study method de-rived from a literature review sourced from reports, journals, or research by previous experts whose credibility and accountability levels are recognized. Based on the findings in this study that the response of regional heads is very important and urgent in sustainable regional development. In addition, regional heads must be able to support IKN work programs and harmonize them in harmonious development policies between the center and regions, seeing the existence of different authorities and powers with the presence of the IKN Law policies which are considered very special. Authority bodies have a special role in the development of IKN. Therefore, regional policies in the form of the Regional Medium Term Development Plan (RPJMD) and the master plan of IKN development must be harmonized and harmonized so that they have a positive impact on the direction of successful development that can accommodate all aspects of both socio-economic, cultural, and environmental politics. Moreover, a positive response from the leadership of the regional head is very much needed in the development of the community. Because successful development cannot be separated from the participation of the community that can support the success of the development. In addition, the RPJMD and the IKN Law must show that the seriousness of the central and local governments towards equitable regional development in areas outside Java can be realized optimally. The development of the “human” element is used as capital for the balance of IKN development, in addition to the establishment of infrastructure, facilities, and support services. The principle of decentralization must still be maintained because development decentralization creates opportunities for the regions to take an action that is inherent in the norms of urban and regional development; involve human society in good outcomes and actions that are desirable and/or not permitted. The core point of this conclusion is that it can be said that in aligning the readiness of IKN development it is necessary to show harmonization of the vision, basic principles, and expectations of the local community in the context of implementing policies and strategies for socio-economic transformation of regional development as a positive impact of the development of IKN transfer in East Kalimantan.

Keywords: Response · Leadership · Regional Head · Development · National Capital IKN

1 Introduction

The move of the Indonesian government center from Jakarta to East Kalimantan gave rise to various empirical and theoretical views on the reasons and impacts caused. IKN has to see the potential and opportunities in the future as tangible proof that the implementation of the Indonesian government's vision in 2045 can be realized. The city in the future is expected to be an important part of the territory to become the center of a new and modern civilization; in addition to having the goal of equitable development throughout the territory of Indonesia. The relocation of the National Capital is not new, the relocation of the capital occurs in all parts of the world in a country, not only in Indonesia. As research according to Ishenda and Guoqing [1] entitled "Determinants in the relocation of capital", The Capital is described as a multipurpose city with diplomatic missions, governmental institutions, and economically developed centers. As a result, the Government frequently chooses the Capital as an urbanized city. The relocation of the capital in Indonesia is aimed at overcoming various capital problems and their complexity; the paralysis of economic and governmental activities caused by floods often hit the national capital; Jakarta. So one solution that can be considered is to move the state capital to overcome the problem; while still paying attention to the variables in the analysis to relocate its capital, not only domestic analysis but analysis of the experience of other nations around the world that have relocated their capitals as input and considerations that may be used as a more suitable analysis approach for difficulties in Indonesia. Meanwhile, in other cases, such as Iran according to the results of research by Rezvani-Naraghi and Amiraslani [2] entitled "A medieval discourse and a modern city: the politics of capital relocation in Iran" states that the discourse underlying the transfer of the capital is in stark contrast. The political system views the relocation of the capital as a vital way to encourage decentralization and reduce the population in the Tehran area. Over the past four centuries, at least six different cities have played the role of the capital of the new country. This certainly illustrates that Iran is one of the countries with the most cases of capital relocation in its history.

Based on the previous research above, it can be said that the transfer of IKN from Jakarta to East Kalimantan is not without reason. There are several underlying reasons, namely DKI Jakarta often has not found a solution to the city, including; floods [3, 4]; River water contamination, urban heat islands, and air pollution are all problems [5, 6]. As a coastal city, DKI Jakarta is susceptible to risks from the sea and climate change [7–9]; it is also a location where interactions between landforms and oceans take place [10]; the weight of buildings and infrastructure built on cities poses a risk of subsidence or land subsidence [11, 12], With the existence of one of the recent phenomena of climate change—the rise of the sea surface—this hazard may be considerably larger. The government of the Republic of Indonesia is encouraged by the description of the phenomenon DKI Jakarta is dealing with to implement the plan to move IKN to East Kalimantan as soon as possible; as the focal point of the new administration in Indonesia [13].

Seeing the realization of the development of IKN, the response of regional heads in terms of leadership is very much needed. This is part of the active participation of a leader in involving himself or representing the administration of government to play a role in development change, especially the IKN transfer plan. Thus, efforts to respond to regional heads to the urgency of their leadership require; harmonization of the vision, basic principles, and expectations of society; as an inclusive regional head response; capturing the positive impact of socio-economic development opportunities. Leadership requires that a person have power, a power defined as a means to influence others and generate changes based on values, ideals, and visions. Leadership is a process of influence through communication in the form of a vision; harmonization; interpretation of vision and harmonizing vision, mission, and action. The basic principles of regional head leadership refer directly to goal setting [14], keeping his decisions consistent [15].

2 Research Methodology

This article discusses the Response of Regional Heads in Harmonization of Central and Regional Policy Directions towards the Development of the National Capital in East Kalimantan, so to explore the topics discussed, this study uses a descriptive method with a literature study research approach sourced from theories relevant to the problems in this study, besides that the real evidence in this study is supported by several accurate and reliable mass media sources in conduct in-depth research. Literature Review is to examine or critically examine the knowledge, ideas, or findings contained in the body of academically oriented literary works, as well as formulate theoretical and methodological contributions to a particular topic.

3 Findings and Discussion

3.1 Typology of Leadership in Public Administration

Leadership in the literature on public sector administration is divided into two (2), namely political leadership and administrative leadership [16]. Several scientific studies explain that regional heads as a public role produce power rights in formulating policies and strategies politically and administratively. Regional power is the regional administration of the regional head's leadership, while political power encourages regional heads to be able to manage all government affairs legally.

First, as a traditional approach in the field of political science that separates the political and administrative dimensions of government from the public sector, the role of the scope of administration is limited to policy implementation. This leadership approach is a dominant stream in the literature on leadership in the public sector, and the ideal democracy of the hierarchy tradition and the prerogative of office. Second, the administrative commission not only looks at public administration and is limited to the role of executor, but also has a strong and responsible role in the build public institutions. There is a dialectical tension between the natural (decisive) role of public organizations and the influence of stakeholders who are potentially a threat to democracy; there must be a clear separation between the role of political leadership and administrative leadership.

Aziz et al. [17] explain that the history of leadership theories used in the public sector took place throughout six eras; great man, trait, contingency, transformational, servant, and multifaceted. Great Man; leadership that studies successful leaders (Napoleon and George Washington), and it is believed that leaders are born. Traits; are based on the selection of leaders who are by the traits (individual-character traits) and skills. Contingency; leadership effectiveness is determined by performance, following, culture, and structural effects. Servant; the public sector has been attached to ethical responsibility by followers, stakeholders, and the public. Transformational, the leader's ability to create organizational change is emphasized to produce positive impact leadership. Finally, from the 1990s to the present, there is a multifacet theory of leadership practice used in the public sector.

Islam [18] identifies eight responsibilities of public sector leadership; (1) seeking to achieve the public interest, (2) identifying successes by benchmarking, (3) developing strategies, (4) analyzing possible consequences and decisions, (5) emphasizing the existence of details that clear from the implementation, (6) motivate members and stakeholders and create a positive environment in achieving goals, (7) recognize and utilize their luck, and (8) make the organization better. Public leadership creates internal and external coalitions to gain support, follows organizational processes and procedures and provisions of the constitution and judiciary, and does not focus on action entrepreneurship for the motive of serendipity. Thus, The effectiveness of leadership in the public sector is important because it determines the satisfaction and trust of citizens, and the reputation of organizations [19].

The latest theory is part of the critique of the previous theory; a classical and narrow approach perspective, thus failing to respond to the increasingly complex reality of leadership. The classical approach assumes; personal influence is in the same direction as the leader to his followers, while the traditional leader has a certain personality with tang traits different from his followers. The relationship of leadership in the formal hierarchy is usually understood only as a socially determined situation, as a result, gives rise to who has power and who does not. According to Brookes & Grint [20], with the birth of the New Public Leadership momentum, public leaders can capture and implement their influence on management.

According to Van Wart [21], there are three arguments why New Public Leadership has significance in the context of leadership. First, strong leadership to collaborate. A key component of public leadership seems to be emerging in government policy in support of modernization programs. Leadership looks strong to encourage collaborative service. Second, public leadership has the potential to generate new knowledge that aligns with complexity. Third, there is ample room to enhance leadership in cross-public sector development. Furthermore, Van Wart [21] distinguishes five definitions of public leadership: (1) as a process of the outcome by the authorities efficiently, effectively, and legally, (2) as a process of supporting followers who provide results, (3) as a process of aligning organizations with the environment, (4) as a focus of service, and (5) as a combination of providing technical performance, internal directional for followers, external organizations with a public service orientation.

3.2 Response of Regional Heads in IKN Development: Alignment of IKN Laws and RPJMD

The transfer of IKN certainly provided a lot of responses from multidisciplinary circles, apart from The transfer of IKN certainly provided a lot of responses from multidisciplinary circles, apart from local governments and local communities; positive and negative impact; long-term benefits; the success and/or failure of the transfer plan as a view of the “urgency” of the Indonesian government to move one of its functions, namely the center of government. The potential for equitable (economic) connectivity gives rise to a concentration of new national-scale growth centers and population migration flows [22]; direct impact on the public and private sectors; job creation and income increase [23]; improving the quality of government services and reducing regional inequality [24] are some of the challenges of the (positive) impact of the process of transferring new IKN. Bappenas [13] stated that the results of the initial calculation of economic growth in East Kalimantan are predicted to increase by 7.3% (real GDP), Kalimantan by 4.7%, and nationally by 0.6%. Meanwhile, infrastructure development is predicted to be able to create as many as 14,000 job opportunities; Kalimantan is 10.5% and nationally 1% and there is an increase in trade within the province of East Kalimantan and between provinces in Indonesia [13].

When compared through economic indicators, currently economic growth in East Kalimantan Province reaches 4.77% per year with variations in regional economic growth around the IKN area between 2.49% and 4.97% per year; Bappenas reckons that the economic increase can be increased by 7%. With the results of these calculations, it can be ascertained the support and/or response of regional heads in the East Kalimantan province; PPU, and Kukar (new IKN locations) to welcome the impacts and benefits can be of high economic value for the development of affected areas and communities.

Based on this, the Regional Head, East Kalimantan Governor Isran Noor said that the transfer of the National Capital to East Kalimantan was a form of mutual contribution, considering the diversity of tribes of the Kaltim community which is dominated by immigrants; being the meeting point of unity; and regional readiness in the IKN transfer plan is explicitly indicated by; the availability of infrastructure supporting roads and bridges, power plants, international airports, international ports, industrial estates, agricultural areas and the availability of raw water to support IKN. However, it is important to note that the availability of existing IKN supporting infrastructure still needs to be improved and developed to support the success of IKN development in East Kalimantan; considering that currently the existing infrastructure (especially road access and transportation) is still not running optimally.

Currently, the Regional Head’s policy toward the IKN transfer plan gives rise to a strategic leadership role in regional development. For the regional development process, it is clear that the regional head has a start-up step based on the regional development design. In medium-term development, it is clear that the regional head refers to the Regional Medium-Term Development Plan (RPJMD) of East Kalimantan in 2019–2023, this regional development RPJMD is especially a strategic program for the central government in the plan to transfer the new State Mother Kota (IKN) in East Kalimantan.

To understand more deeply the public role of regional heads; one of them is to formulate development strategies and policies, especially the two areas around the IKN area (PPU and Kukar) that can be traced through the 2019–2023 East Kalimantan RPJMD on regional development plans which are presented in detail regarding the strategic direction of the policies of the two regions in the five-year development upcoming. The following is presented in Table 1 of the policy direction and focus of the strategy of regional heads in the district. PPU and Kukar for 2019–2023 below [25].

The source of the five-year RPJMD of the East Kalimantan Government for the period 2019 to 2023 above shows the formulation of policy directions and strategies made in the form of guidelines for the thematic direction of development; selected to be aligned in achieving goals and objectives; rationalize the choice of strategy; focus; as well as by the arrangements for its implementation. The emphasis of focus or theme every year during the RPJMD period has continuity to achieve the vision, mission, goals, and objectives that have been set. Thematics of annual development are prioritized by referring to the implementation of strategies and policy directions. So that the effectiveness of the regional leadership role in representing the direction of regional policies and strategies in supporting the transfer of new IKN can be realized. The following Table 2. Annual Thematic Direction of East Kalimantan Province Development 2019–2023 [25].

Therefore, In the IKN Masterplan, the IKN area is divided into 3 areas, including the Central Government Core Area (KIPP), the State Capital Region (KIKN), and the State Capital Expansion Area (KPIKN). Within the IKN area, areas with high biodiversity are found in the IKN core area (KIPP), in the IKN expansion area (KPIKN), and the area around IKN includes Balikpapan Bay, Meratus Mountains and the northern part of the IKN area. The targets for IKN development below (Table 3):

Based on the explanation above regarding the leadership role of regional heads as a strategic function in regional development through the RPJMD, local governments have seriousness in the development of the East Kalimantan region. Realizing this, according to Kaloh [26] regional heads as leaders of local government administration organizations are required to be proactive by relying on quality leadership to arouse the morale of their subordinates, besides that regional heads must also be able to move the community to play an active role and participate in the development and be able to become creators of innovators and facilitators in the context of effective government administration, implementation of development and services to the community in the regions. The new paradigm of government demands real activities of regional heads directed at creative activities that are innovative pioneering customer orientation or community service orientation and empowerment. The concept also demands that the quality of regional heads as leaders of local government organizations is higher. Where a leader is not enough to rely solely on institutions but must be supported by intellectual ability and expertise that is adequate physical acumen as well as civilized ethical and moral abilities to understand the severity of the duties and responsibilities of regional heads so it is not surprising that the official is required by quality requirements that are quite heavy.

The description of the leadership of regional heads above shows the urgency and existence of regional head leadership in realizing the goals of local government administration organizations and improving the lives and welfare of the community. In the

Table 1. The policy direction and focus of the strategy of regional heads in the district. PPU and Kukar for 2019–2023.

No	Regency	Policy Direction	Strategy Focus
1	Penajem Paser Utara (PPU)	Increased Added Value and development of the market for superior commodities	Increasing the added value of smallholder plantation products Development of marketing centers for products processing food agricultural products, community plantations and fisheries
		Increasing aquaculture productivity	Intensification and security of productive aquaculture areas
		Agro-industrial Development	Development of Buluminung industrial area as an industrial center for processing agricultural products
2	Kutai Kartanegara (Kukar)	Increased efforts to rehabilitate Critical Lands	Rehabilitation of ex-mining areas and protected areas
		Increasing Productivity of food agriculture	Intensification and security of productive food agricultural areas in plantation, mining and production forest concession areas through partnership patterns
		Increased Added Value and Development of the Leading Commodity Market	Increasing the added value of smallholder plantation products
			Development of marketing centers for products processing food agricultural products, community plantations and fisheries
		Service improvement infrastructure in the production center area	Improvement of irrigation network function, development of electricity and telecommunications networks, production roads

(continued)

Table 1. (continued)

No	Regency	Policy Direction	Strategy Focus
		Development of livestock areas	Mini Ranch development through a partnership pattern
		Increasing aquaculture productivity	Intensification and security of productive aquaculture areas
		Tourism industry development	Improving the infrastructure of cultural tourism services

Table 2. Annual thematic directions for the development of East Kalimantan Province in 2019–2023.

2019 Strengthening Investment Competitiveness to Accelerate Industrial Downstreaming
2020 Development of Human Resources Competencies, Utilization of Technology, and Regional Infrastructure that support economic added value
2021 Buy downstream industries that support the people’s economy and the regional economy
2022 Add value-added enhancement and competitiveness of leading commodities to reduce inequality and expand commodity markets
2023 Market strengthening of superior products to accommodate East Kalimantan production

Table 3. The targets for IKN development.

1. Limitation of the arrangement and use of space and area within IKN
2. Regional and economic development
3. Social development
4. Land management
5. Environmental protection and management, and disaster
6. Development of security and defense systems
7. Development of basic facilities and infrastructure and supporter
8. Improved governance and implementation Central government
9. Processes, stages of development and transfer, and the funding scheme to be used.

context of the provincial government, the leadership of the regional head also determines the success of the organization of local government administration. This success can be seen from several criteria, including the decreasing poverty rate, increasing the level of public education at the level of public welfare, and the level of health which is a

development in various other indicators such as the human development index of the economic growth rate of infant mortality and many other indicators. To realize this success, the regional head needs the ability to mobilize and direct every member of the community and the entire apparatus to achieve this success. The role of the Regional Head is very large in the implementation of regional duties, especially the tasks of autonomy. In this regard, the success or failure of regional tasks depends largely on the Regional Head as the Regional Manager concerned. The success of a person who holds a position in carrying out his duties depends on the qualities he has. Similarly, with someone who serves as regional head, success in carrying out their duties depends on the quality they have.

In addition, the provision of IKN which is based on the IKN Law which is a reference for the central government must be able to accommodate the needs of the community, as well as government policies through the RPJMD. The RPJMD and the IKN Law must show that the seriousness of the central and local governments towards equitable distribution of regional development in areas outside Java can be optimally realized. The construction of "human" elements is used as the balance capital for the development of IKN, in addition to the formation of infrastructure, facilities, and supporting services. Decentralization of development creates regional opportunities in taking actions inherent in the norms of urban and regional development; involving human society in good results and actions that are desired and/or not allowed. It can be said that in aligning the readiness of IKN development, it is necessary to show harmonization of the vision, basic principles, and expectations of local communities in the context of implementing policies and strategies for socio-economic transformation of regional development as a positive impact of the development of IKN transfer in East Kalimantan.

The harmonization of the common vision between the central and regional governments is expected to be conducive; to minimizing structural problems; the similarity of the basic goals of political and economic interests; thus forming a unity of national and regional leadership based on transactional leadership theory [27]. Finally, the connectedness of the response of regional heads between regions in East Kalimantan to the plan to transfer IKN in two (2) districts in East Kalimantan is urgently needed; considering that the joint carrying capacity of regional heads in all regions is a significant component for the success of national development strategic policies; the effectiveness of IKN development depends on the effectiveness of the regional head; as the identity of the State; and become the pride of the people on the island of Kalimantan, especially in East Kalimantan.

3.3 The Urgency of Regional Heads in IKN Development: Internal and External Influences in IKN Development

Based on the previous explanation regarding the regional Heads' response to the development of IKN, the author sees urgency in the leadership role of regional heads in sustainable IKN development. However, in this case, the leadership of the regional head in the development of IKN needs considerations that require a plan or master plan and harmonization of policies that are in line with the direction of development of the center and the regions. This is in line with research according to Ilmawan [28], several

leadership roles towards the consideration of the transfer of IKN include: (1) The President and regional heads as initiators and planners must be able to translate the wishes and ideas both they have and those derived from the demands of the community into a vision of moving the capital, and then manifested in the action of formulating the capital transfer policy, and can be accepted by all parties, (2) The President and regional heads as communicators are able to communicate, socialize and convince all parties both within the internal government and those outside the government that the wishes and ideas outlined in the vision of the transfer of the capital able to create solutions to capital problems that have existed so far and are able to bring hope for change for the better, (3) The President and regional heads as effective drivers of the policy of moving the national capital must be able to invite other stakeholders and the wider community to jointly participate actively and constructively to make the transfer of the capital a success, and (4) The President and regional heads as the persons in charge of the capital transfer policy must be able to stand in front and be responsible for the entire process of planning and building the capital in accordance with the existing rules of law.

Moreover, the concept of development must be developed in the process of maturing the community through coaching and encouragement as well as the existence of resources or energy. Development is an orientation and activity of endless effort; processes socioeconomic change sustainably, and moves forward with human power and its social structure. Leadership is a key factor in the success of development; a regional head who represents himself publicly and/or individuals towards development in a bureaucratic manner, in addition to the concept of community development is the main resource to realize the desire and hope of life. Regional development is a process by which regional heads and their communities manage potential resources and jointly take regional development initiatives. Therefore, regional heads and their community participation and by using the existing resource capacity must be able to assess the potential needed to design and build regional progress. Regional development is all development carried out in the regions and includes aspects of community life, carried out in an integrated manner by developing self-help cooperation and active community participation; directed to make the most of the potential of natural resources and develop human resources by improving the quality of life, skills, initiatives with guidance and assistance from the government. So that regional development can be implemented to achieve the goals that have been set, both long-term and short-term. The short-term development goal is to support or support the successful development of regional supporting projects. Business in the economic field is aimed at increasing capital equipment and skills so that each other can support each other's businesses; increased per capita income as well as per capita productivity. Capital fertilization is very dependent on domestic savings, especially community savings, for which various efforts need to be made to achieve [29]. Triptl et al., [30] put forward factors supporting the success rate of regional development programs by referring to factors affecting development; environmental factors (internal and external), covering the social, cultural, and political spheres. The environment has a strong influence on the success or failure of regional development planning programs. According to Rustiadi [31], External factors usually come from neighboring regions or global influences that develop within the national and international scope. Meanwhile, internal factors are influences that come from the planning area itself.

Head of Regions has a role of urgency in regional development by involving the community. That way the regional head must look at the conceptual aspects of community development. A program that is created by the community itself, can meet the community's basic needs, encourages participation of the underprivileged and other marginalized groups, is constructed using local resources, considers the effects on the environment, does not create dependency, and is sustainable is important. The commitment of the central and local governments in the form of financial support and other supporting resources in the facilitation process for community empowerment is very important in the future IKN development process that can accommodate the overall aspects.

4 Conclusion

Based on the findings above, it can be concluded that the leadership responsibilities of regional heads in IKN development are very important and urgent in sustainable regional development. In addition, regional heads must be able to support IKN work programs and harmonize them in harmonious development policies between the center and regions, seeing the existence of different authorities and powers with the presence of the IKN Law policies which are considered very special. Authority bodies have a special role in the development of IKN.

Therefore, regional policies in the form of the RPJMD and the master plan of IKN development must be harmonized and harmonized so that they have a positive impact on the direction of successful development that can accommodate all aspects of both socio-economic, cultural, and environmental politics. Moreover, a positive response from the leadership of the regional head is very much needed in the development of the community. Because successful development cannot be separated from the participation of the community that can support the success of the development. In addition, the RPJMD and the IKN Law must show that the seriousness of the central and local governments towards equitable regional development in areas outside Java can be realized optimally. The development of the "human" element is used as capital for the balance of IKN development, in addition to the establishment of infrastructure, facilities, and support services.

The principle of decentralization must still be maintained because development decentralization creates opportunities for the regions to take an action that is inherent in the norms of urban and regional development; involve human society in good outcomes and actions that are desirable and/or not permitted. The core point of this conclusion is that it can be said that in aligning the readiness of IKN development it is necessary to show harmonization of the vision, basic principles, and expectations of the local community in the context of implementing policies and strategies for socio-economic transformation of regional development as a positive impact of the development of IKN transfer in East Kalimantan.

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