Management Transformation of Local Government in The New Normal Era

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Abstract: *This study explores the implications of adapting new habits to the administration of local government from various dimensions of government management. The main objective of this study is to show that the governance of local government in the new normal era can be productive in fulfilling the needs of the publics through changes in the administration of local government's functions. This study demonstrates the presence of information and communication technology (ICT) as well as restrictions on social interaction in the new normal era, changing the way local government sector works. The approach departs from the main idea of adapting new habits as a conceptual framework to empirically examine changes in the dimensions of local government management that are based on several factors, such as content, context, process, change outcomes and leadership. Furthermore, data collection gained through interviews with informants and data analysis are used to confirm the suitability of local government governance. The process is then carried on by formulating the concept of ideal local government governance changes in the new normal era. The findings of the study show that local government governance system with the old paradigm is ineffective and inefficient for the fulfillment of public rights in the new normal era. For this reason, it is necessary to transform the governance of various dimensions in local government management. As for originality/value, what is offered in this study is a modification of the system and working mechanism with a new paradigm for areas that are difficult geographically. This modification can be carried out in several actions, such as developing ICT applications and infrastructure; reorganizing the work system of all management dimensions that are trusted and accountable; increasing bureaucratic capacity and public knowledge; renewing the relationship between government and its people. This idea is relevant to the rapid development of the concept of adaptive governance and the strength of the role of ICT for individual and social activities.*
Keywords: Transformation, Local Government Management, New Normal Era

Introduction

The discourse on changes to the new social order regarding the industrial revolution 4.0 is becoming more and more evident in line with the global pandemic due to the Covid-19 outbreak.

The global community is forced to change its social behavior with a new paradigm known as the "new normal". Individual and group activities are adapting to a new atmosphere of comfort. It appears that social relations apply new social norms in

order to survive and be productive in the midst of the threat of the epidemic. The impact of this global pandemic has forced all government and private entities to change their organizational governance. Various sectors realize that large-scale social changes must be accompanied by systemic organizational changes in order to survive and stay relevant. For business organizations, these changes are made in order to survive and develop their business. Meanwhile, government organizations' aims are to be able to serve the needs and fulfill the rights of the community fairly so as to gain public trust. The focus of these changes includes strategies, tools, and tactics for building an effective organization. This action is supported by leadership development, creation of networks and coalitions, catalysis of social movements that mobilize others, and transformation of the larger system through advocacy or other interventions (Sacks et al., 2018). Thus, the vision and mission of the organization can be achieved.

In regards to the adaptation of new habits, local government entities also have the obligation to change their government systems and management. This adaptation is related to changes in various important dimensions of development in the region, so that people's rights are fulfilled fairly even though they live in the midst of the threat of the COVID-19 outbreak. The dimensions in question are a series of government management processes that begin with planning and progress to implementation and evaluation. For this reason, changes in local government administration in the new normal era should involve all dimensions of local

government management in order to provide public and administrative government services that are both exceptional and comfortable. The context of changes in governance of local government, so far, has been seen through several innovations that use technology as the main instrument. Generally, the resulting innovations fall into several categories including product innovation, service innovation and organizational process innovation (Alange et al., 1998; Damanpour & Gopalakrishnan, 2001; Hartley, 2005; Knight, 1967), as well as additional innovations (R. M. Walker, 2006). However, this innovation has not been able to cover all dimensions of Local government management and has not yet reached all regions.

The fact is that there should be systemic reforms in all dimensions of government management so that they can function effectively and efficiently in the new normal era. What is meant is the transformation of local government management that implements innovation so as to facilitate its implementation for parties involved. By changing everything about how local governments are run, a new system is made that is easier for the people who run them. The point is the change to a new work system that is easier, more comfortable and more productive amidst the threat of an epidemic or other emergency condition.

On the other hand, the presence of the industrial revolution 4.0. has become a new means of fulfilling human social needs individually and in groups. Complex interactions between humans are increasingly crowded with technology, even as if nothing is

untouched by the presence of technology. The need for technology has become a staple item as the main tool in society, resulting in a transformation that requires new ways of understanding, acting, and producing things (Philbeck & Davis, 2019) for the continuity of human lives. Specifically, they are in the form of the collaboration in the use of cyber technology, automation and information technology in social life on a massive scale (Hermann & Otto, 2016). So, the public in various parts of the world are in transition of the technology industry through its various applications for the convenience of social life. This global trend in the midst of the COVID-19 outbreak is increasingly shifting people's behavior massively from their previous habits. This condition has an impact on other dimensions, including local government governance, which requires transformation in order to support community productivity.

Departing from the above phenomenon, it is interesting to conduct a study on the transformation of the dimensions of local government management in adapting to new habits. Research on this theme will, in principle, contribute to expanding the study of effective and efficient changes in local government management in autonomous districts with rural characteristics and high geographical difficulties. This idea is based on the fact that businesses have been changing their management practices on a huge scale in order to adapt to the environment and meet customer needs so that the business ecosystem can stay healthy. It is even followed by changes in work culture and mechanisms in all management cycles. On the other

hand, many studies have been produced on public sector management and have been piloted in local government settings. The settings include efficient production of services, organizational design, and the importance of the capacity and capability of the resources needed in the region (Baumol & Willig, 1986; Burgess, 1975; Davies, 1969; Honadle, 1981). The focus of this study leans toward the profile and structure of local government which is reactionary to the provision of local public services in a more cost-effective manner (Boyne, 1998). In fact, it generally focuses on the ways in which local government run their government in order to improve their management and performance (Agranoff & McGuire, 2003; Moore, 1995; Pressman et al., 1973).

The focus of the transformation of local government management, given the idea of its importance, is management for economic and social development. Management is the main driving force while development is the implication, which means mismanagement can lead to development failure resulting in poverty and underdevelopment. This is reflected in Drucker's understanding that there are no underdeveloped countries, only poorly-managed countries (Drucker, P. F., & Nakauchi, 1997). The transformation of local government management also pays attention to the notion of the key for local governments to understand the new normal and recognize the fact that globalization has changed the role and importance of government (McNamee, 2004). Globalization due to the industrial revolution 4.0 has a significant influence on all dimensions of government management and all aspects of regional life such as the economy, public policy,

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and local government finances. The new normal has forced many local governments to focus on repairing, consolidating and reforming pending systems and management (Davy, 2010; Greenblatt, 2011; Maher & Neumann, 2010; Rauh, 2011). The goal is to fulfill the community rights in the regions, so that it can be carried out comfortably, fairly and comprehensively. This point is where the current study lies with the aim of offering ideas for changes in every dimension so that they can be carried out productively and sustainably in the new normal era. Thus, it serves as a model for how it can be used in different places, especially in areas with difficult geography.

The idea of transforming local government management actually creates a more adaptive system to meet the targets for achieving the regional vision and mission. This idea is a form of accommodation to the needs of the community that continues to develop and a means of anticipating environmental changes that continue to occur. Conceptually, the changes referred to here is to consider important factors which include changes in the content and context of the public sector (Caldwell et al., 2009). Even Pettigrew (2001) suggests changes that include content, context, process and results, as initiated by Armenakis and Bedeian (1999), which later add leadership as a fifth factor (Kuipers et al., 2014). These factors act as a parameter indicator for changes and possibility of its implementation in every dimension of local government. These factors are described further below:

The first factor is content; This factor includes changes in strategy, structure,

and the system of organization. The trend of content changes is in the public sector such as New Public Management (Pollitt & Bouckaert, 2004), as a new approach and reaction to the limitation of the old public administration (Robinson, 2015). New Public Management later develops into The New Public Governance as suggested by Osborne (2006) and supported by Bourgon (2007), which then continues to become The New Public Service as initiated by Denhardt & Denhardt (2002). Changes keep occurring until they create a dynamic governance paradigm (NEO & CHEN, 2007) and lastly it evolves into a new idea called agile governance. It acts as a preventative measure against the impact of technology on individuals and communities by prioritizing speed, scope, scale, and the impact of technology on humans (Forum, 2018).

The content factor in individual and organizational changes with regard to the conditions and the resulting effects, which lead to the identification of transformational dynamics (leadership, culture, as well as mission and strategy) and transactional dynamics (psychological variables, motivational control and group performance) in the success of the changes (Burke & Litwin, 1992). Therefore, it is related to management practice, structure, system (policies and procedures), task requirement, and individual capability/skill. Specifically, there are some aspects to the process of changes, such as: (a) strategic implication; (b) competence; (c) process; (d) resources; (e) output; (f) strategic response; (g) challenges; and (h) learning capacity (Vollman, 1996). Thus, the content factor

in changes include strategic orientation, organizational structure, and suitability of the organizational environment that determine the character, mission, and direction of the organization as a whole, and underlie its long-term success.

The second one is the context factor; The context factor relates to internal and external environmental conditions that affect organizational changes (Barnett & Carroll, 1995; Finstad, 1998), such as a changing political environment or the institutionalization of public organizations (Philippidou et al., 2008). Therefore, it focuses on the effectivity and success rate of responding to contextual changes that exist in internal and external environment of organization. The external factors are factors beyond the control of the organization, such as technology, competitive pressures, and government regulations (J. H. Walker et al., 2007). Meanwhile, internal factors include the level of formalization and centralization (Van der Voet et al., 2015a, 2015b), managerial attitudes towards changes (Damanpour, 1991) and previous history of organizational changes (Reichers et al., 1997). In public organizations, context-specific factors for changes are socio-economic strength, characteristics of the political system, elite decision-making, the occurrence of change events and characteristics of the administrative system (Pollitt & Bouckaert, 2011).

These factors can be formulated into an important part of considering changes in local government organizations, namely: Firstly; Contextual characteristics as a reference framework of changes for local government management. Hartley et al. (2002) show that changes occur at the community, government, organization, and actor levels simultaneously, thus becoming the basis for changes in local government management. Secondly; A description of change driving force as a contextual background on the demands for public organizations (Askim et al., 2009; M. Christensen, 2006), the availability of new technologies (Dunleavy et al., 2016; Vann, 2004) and the financial crisis (Hendriks & Tops, 2003). In addition, changes in policy, changes in financing and new regulations by the central government are common drivers of change for organizations (Boer et al., 2007; Jespersen et al., 2002; Reichard, 2003). In addition, changes in policy, financing and new regulations by the central government are common drivers of change for organizations (Boer et al., 2007; Jespersen et al., 2002; Reichard, 2003). For this reason, changes in local government management can be carried out through the main considerations as presented. Thirdly; The direct interaction of the organization and its environment becomes the context for managing changes. Complex stakeholders and the presence of private partnerships have taken into account the changing role of public organizations (Christiansen, 2006). Thus, environmental characteristics affect the relationship setting (Kim et al., 2006) which then identifies public sector values as contextual factors of changes (Grimshaw et al., 2002). Fourthly; Choice of theory or conceptual framework of changes as well as theory of change management and institutional. As a result , the context factor in these changes relates to the collaboration of internal and external forces that directly influence the changes

in government management and act as guidelines for adapting local government practices.

Thirdly, the process factor; This factor includes all activities and treatments in implementing changes which focus on interventions and processes involved in implementing changes (Armenakis & Bedeian, 1999; Kuipers et al., 2014). The focus is on the stages of changes in local government management. The process factor is divided into various phases, including: (1) a change plan; (2) communication changes; (3) input on new behavior; (4) changed status quo to the desired condition; (5) consolidation and new institutionalization (Galpin, 1996; Judson, 1991). Carrying out the process of changes requires preparation so that resistance is minimized, as well as the adoption and institutionalization of desired changes (Armenakis & Bedeian, 1999). This idea is relevant to several considerations, namely: changes as a necessity, the ability to change is needed, The process factor is also seen from the role of managing agents who implement changes and determine the direction of the organization's movement. For this reason, strategic steps for agents are needed, such as: (a)establishing important values between the realities of the external environment, potential crises and opportunities; (b)forming coalitions to bring together the needs for changes and support the tranformation process; (c)creating the desired vision; (d)communicating the vision; (e)empowering others to act according to the vision based on changes of structures, systems, policies and procedures; (f)planning and creating short-term

successes and publishing them, as the next momentum for changes; (g)consolidating the system of improvements and changes that are not in line with the vision; (h)institutionalizing a new approach by publicizing the relationship between changes and organizational success (Kotter, 1995).

Fourthly, the change outcome factor; Closely related to the value of implementing the transformation process. Concretely, the results of implementing changes that are expected or unwanted are in the form of positive or negative (Kuipers et al., 2014). Conceptually, the results of changes in local government management are largely determined by the enthusiasm of the organizers to change their attitudes, behavior and experiences within the changes itself (Armenakis & Bedeian, 1999). Changes in individual attitudes and behavior will affect the organization's ability to deal with changes. In local government organizations, the focus is on changing people's attitudes and behavior in line with changes in local government management. Specifically, the change outcome factor includes commitment, responsibility, and loyalty in the relationship between the community and government (Becker et al., 1996; Meyer & Allen, 1997). This commitment consists of the following elements: a) adherence to rules, policies, and organizational structures; b) social identification with the organization and its members; and c) internalization of the changed value (Becker et al., 1996). Therefore, the change outcome factor is a reaction to the planning and transformation process that includes the level of acceptance, rejection, commitment, cynicism, and stress.

Fifthly, the leadership factor; Leadership as a key factor in organizational change (Kotter, 1995). This understanding confirms that effective leadership is the key to leading effective change. In the local public sector, the leadership factor is seen from the important role of regional heads in transforming their governance. The reason is that the responsibility for implementing the wheels of regional government is entirely in the hands of the regional head as top management. It means that the role of the regional head is very large for the success of local government transformation. With the responsibility for regional government functions fully in the hands of regional heads, political leadership and direct involvement of regional heads are very important in the process of regional changes (T. Christensen & Perlaegreid, 2005; Ridder et al., 2005). This is the point in which leadership acts as an instrument for determining the success of changes in regional public organizations. This position raises the prerequisites for leaderships, such as the needs to be credible (Gabris et al., 2001), then they need to be competent and trained in the organizational transformation process (Kavanagh & Ashkanasy, 2006).

The various factors above serve as a reference for reforming governance of local government to achieve the objectives of implementing government functions during the adaptation period of new habits. For this reason, the factors of changes can become an instrument of analysis for every dimension of developing local government management. The significant impact on the activities of implementing

government functions in the regions, local governments need to understand this fact and realize that the new normal has changed the role, position and importance of local government (McNamee, 2004). This understanding becomes the basis for reforming local government management so that it is solutional for regional life in the new normal era.

Methods

Considering the focus of the themes and objectives of the study presented in the previous paragraph, the locus of this study is set in districts with rural characteristics, in which variations in the ease of public access to government services is vary, and the population density is quite high and the area is quite wide. In this case, Bandung District was chosen, so that it could represent the needs for renewal of local government management in the midst of geographical difficulties and the threat of epidemics. The findings of this study will provide a solution for areas that have similar problem conditions. Data were collected through interviews with designated informants, namely heads of offices or heads of agencies (sectoral apparatus) and sub-district heads (regional apparatus), to support the analysis and strengthen the findings. The sub-district informants consisted of sub-district heads in the capital area and sub-districts in areas farthest from the capital. Interviews were conducted face-to-face and via telephone according to the guidelines provided. A study of documentation from the relevant agencies was carried out in order to support the validity of the data. The data are then processed and analyzed, as well as interpreted to be

used in formulating the model of ideal local government management in the new normal era. This article then concludes by exploring the theoretical and practical implications of the findings.

Result and Discussion

The importance of local government reformation actually departs from the concept of living organisms approach in which local government is analogous to the growth of organisms through the process of being born, growing, developing, maintaining life, shrinking and even dying (Ratzel, 1898; Wasistiono, 2013). It requires sufficient living space (lebensraum) in order to grow and develop (Ratzel, 1898). This life cycle is important for local governments so that their roles and functions are increasingly developed in society and are able to adapt themselves to changes in order to maintain their existence in the region.

In relation to the analysis of local government management renewal, the main thing begins by describing the existing conditions of its implementation, then assessing its suitability with changes in the social environment in the new normal era. Concretely, it is preceded by a description of governance practices that are not relevant to the era of adaptation to new habits and government administration that is not solutional for the region. The results of the search for each dimension become the basis for consideration of reforming local government governance. The following is a description of the practice at the study locus (Bandung District) before the new normal era and the idea of transforming each dimension of local government management.

Planning Management

Planning management in Bandung District is carried out based on national regulations and local derivative provisions that are written down (in *Letterlijk*) as well as local norms. The practice of implementing regional development planning is in accordance with regional regulations, concerning regional development planning systems which include the domains of a.*RPJPD*, b.*RPJMD*, c.*RKPD*, d.*RENSTRA SKPD*, e.*RENJA SKPD*. The discussion process of development planning (*musrenbang*) becomes a means of discussing prioritized program, by mobilizing the presence of parties involved.

The reform that was initiated was a shift from a sectoral approach to a regional approach with ICT development. This approach places program planning in the area whereas the community conveys their aspirations through applications, which are then processed in the sub-district. This system is more effective in achieving results with more efficient resources. To be more accountable, the regional apparatus is given a special planning account, so that it can be controlled and avoid subjective changes from other parties regarding the type of activity, the amount of the budget, and the target area. This approach is a solutional and adaptive step to environmental conditions, as well as the need to achieve the set goals. This concept is in line with the understanding of Bryson & Roering (1988), Bryson (2004), and Mintzberg et al (2003) that the needs for information transfer through process changes are

fundamental from identifying strengths, weaknesses, opportunities and challenges to setting vision, mission, goals, stakeholders and strategy. This method can produce strategic planning documents as guidelines for achieving performance in the implementation of better governance functions in the regions.

Organizational Management

The governance practice of regional apparatus organizations in Bandung District has so far been based on national provisions through the regional government law *junto* government regulations on regional apparatus. The dynamics of national regulations have colored the institutional governance of regional apparatus in terms of size, number and organizational functions. With central guidelines, regions form their organizational apparatus as the organizers of regional government functions. Much of the spotlight on the regional apparatus is related to the ineffectiveness of their roles, the huge resource requirements, and the operationalization of their activities. as well as convoluted work procedures which make it difficult to meet public needs quickly and accurately. For this reason, it needs to be renewed so that the organization can be useful for the region.

The transformation is meant to bring about the organization of regional apparatus with the right structure and proper function to carry out government functions effectively, efficiently, simply, fast, cheaply, and with better working procedures. For this reason, it is important to rearrange the organization based on the regional vision and mission,

as well as government functions that are translated into regional government affairs. This rearrangement is through several prerequisites, namely: 1) First, define regional government affairs.2) Determine the choice of affairs as a regional vision driver.3) Examine organizational positions and workloads, as well as identify jobs for both humans and technology.4)Determine the authority that is delegated to the regional unit and which is co-operated with the private sector. 5) Develop functional positions to create structures, job descriptions, and work mechanisms for sectoral and regional lines.

Apparatus Resource Management

The practice of apparatus resources management in Bandung District has not fully implemented the merit system which is based on the direction of *ASN* policy and management. Even some aspects of *ASN* management are still not managed professionally. Several reformation efforts have been implemented, such as the selection mechanism for high-ranking *pratama* leadership positions and other governance, but they have not comprehensively reached the levels below it yet. The placement of people in positions is still nuanced with like or dislike on a certain closeness, despite the fact that it should relate to Law No. 5 of 2014 about ASN and Law No. 11 of 2017 addressing PNS management. The practice of this system has a less productive impact on the apparatus as well as for the implementation of government functions in the regions. For this reason, it is necessary to reform so that the regional apparatus is able to

become the main driver of the wheels of development, services and government administration. The reformation in question is the arrangement of the number and quality in the implementation of tasks in the regions. The goal is to present a proportional regional apparatus who is competent in their field of work, adaptive to social changes, and solutional to regional problems.

The reformation that was initiated was to change the management of the apparatus professionally from the recruitment system to the post-employment system. In the recruitment system, the idea is to have an open selection with the principle of transparency and objectives based on prerequisites for regional needs. For regional apparatus, it is necessary to put forward the principle of "Local Boy for Local Job" which prioritizes the similarity of culture, language, and religion with the majority of the people of the area. The principle is intended to ease the service process through effective communication, due to the emotional closeness between the apparatus and the community.

Local Government Financial Management

Local financial management in Bandung District in general has complied with the provisions and referred to the established plan. This system is quite good in normal times but not yet anticipatory in an emergency situation and requires a budget shift. The budget that has been set in the activity plan is obliged to be managed based on the guidelines so that in the face of emergency conditions such as a

pandemic, the absorption of the budget will be very small. There is no anticipatory system, meaning that budget managers cannot do much to shift the focus of activities. The activity organizers are worried about the emergence of financial administrative problems that lead to legal problems so that efforts to help the community in the midst of an emergency cannot be carried out. This condition requires changes to the local financial system, so that it is beneficial for regional development. The system is intended to meet public needs, build local economic facilities, and create jobs, so as to increase people's income. For this reason, it is expected that a local financial management system is adaptive, sustainable, effective, efficient, transparent, and accountable. Thus, the local financial management is accommodated in an integrated system so as to support the achievement of the vision, mission, and objectives of local development.

The adaptive system in question is flexible enough for local needs in any situation or condition to accommodate the interests of the community. In principle, local financial management is easy, simple, and effective while still prioritizing transparency, accountability, and participation. It also does not make things difficult when needed in an emergency situation. This idea is intended so that the implementation of government functions in the regions can be carried out effectively according to the regional vision. For this reason, the planning, budgeting, implementation, administration, reporting, accountability, and supervision of regional finances must be changed with a new system. Thus, local

financial management needs to include an adaptive governance system for all stages of its management activities.

Performace Management

In general, the performance in Bandung District gets a good score from the Ministry of State Apparatus Utilization and Bureaucratic Reform and continues to be improved from time to time. Performance governance so far includes individual and organizational performance. Individual performance is seen from the individual target position of 60% and individual behavior by 40%, and the achievement is always increasing because there is a connection with subsidy. Organizational performance is assessed from budget absorption which exceeds 90% in normal time and around 70-80% in the new normal. In this regard, various innovations have been made to improve performance, including infrastructure, human resources, work mechanisms and policies. However, the individual performance system has not yet been integrated with organizational performance, so it needs to be updated with the application of these innovations.

The idea of change here is an innovative, permanent, and adaptive system which unites individual and organizational performance. Each apparatus is assigned a task load and an achievement target for the organization according to its field competence, so that the individual's role in the organization is clearly seen. Individuals are responsible for the results of tasks and the achievement of organizational targets, so that organizational performance achievements have a direct impact on rewards for individuals. This system is a means of competition between individuals and an instrument for knowing the capacity of the apparatus as well as the direction of developing the competence of the apparatus. Thus, the new normal era becomes a momentum for reforming local performance management, so that the apparatus is more productive in achieving individual, organizational and performance targets for the implementation of local government functions.

Public Service Management

The management of public services in Bandung District has improved from the aspect of developing service systems in both urban and rural areas. To date, several integrated service systems have been developed, such as public service malls and sub-district information systems (*SIMACAN*) as well as an independent data platform (*ADM*) for population administration which spreads across several villages. However, the operation of these systems still forces people to enter data and retrieve results in the office. It has not been accommodating to some people in remote areas with telecommunications infrastructure difficulties and is very risky because it affects service productivity. This condition requires renewal so that it meets the demands of the community's needs in the new normal era.

The idea of renewing public service management offered is a collaboration of direct service models and ICT-based services. Direct service is conducted as proof of document data and as validity tracking for personal data. Meanwhile, ICT-based services are developed to be able to be accessed via smart phones or

other means that reach all circles. This collaboration model accommodates various service interests and is a pioneer of new productive and efficient public services. For this reason, several things are recommended, namely: a)Identifying the types of direct services and ICT-based services. b) For technology-based services, it is important to build basic infrastructure in every corner, like electricity and the internet, and plan drones as a way to deliver goods. c)Putting in place an electronic security system to ensure personal data transactions. d) Creating innovative ICT applications for remote areas.e) issuing regulations for service providers. f)Handover adjustment of some authority to the sub-district head.

Coordination, Collaboration and Conflict Management

In this dimension, data shows that coordination has not been effective and there is still ego-sectoral between institution, so that some activities are not yet synergistic. For collaboration in development, it has been quite developed whereas local government always involves entities outside themselves in several sectors of activity such as the involvement of the TNI-Polri, NGOs and campuses for river cleaning activities and other activities. Furthermore, for conflict management, the local government facilitates the conflict parties. The conflict in Bandung District is still relatively light and easy to resolve. The potential for conflict is very small because of the similarity of culture and language whereas the majority of the people are dominated by the Sundanese ethnic group. The problems of coordination,

collaboration, and conflict can be controlled in general. However, the management still needs to be reformed considering that social changes are fast-paced, so the government needs to be introspective and anticipatory.

The idea of renewal is the harmonization of regional institutional relations so they play a role in achieving the regional vision and mission. This renewal is in regards to the similarity of objects and task areas. Such conditions have the potential to lead to disputes, overlaps and organizational competition, so that they are counterproductive for the administration of local government. For this reason, several things need to be managed: (1) limitations on the regulation system's movement pattern for each unit, (2) cooperation between units in each activity, and (3) managing interest differences so that it is functional and beneficial to the organization. To limit the movement pattern system between units, it can be done through the development of connectivity and complementarity among various institutional components in the region. Thus, connectivity management acts as a solution to conflicts in the region, so that it is both functional and beneficial for local development.

Asset Management

Asset management in Bandung District is still problematic and being criticized by various parties. The highlight is on lands that are recorded in the annual result of *BPK* inspection. With these asset problems, it has an impact on the assessment of the local governments performance and it becomes a burden for the regions. For this reason, it is necessary to renew asset management so

that it is beneficial for regional development. The concept of asset management needs to be changed into activities that maximize asset values by taking into account the asset management cycle. Asset requirements planning, asset acquisition, asset use for organizational needs, asset maintenance, asset renewal, and disposal are all part of the concrete (IPWEA, 2015; Woodhouse, 2006). The goal is to maximize the asset potentia, as well as be able to manage risks and costs of assets.

The renewal of asset management is carried out throughout the whole cycle, in the form of creating a new system by switching conventional assets to modern assets of high value and needed by the community. Local governments can develop ICT networks as supporting facilities for all asset management activities starting from planning until the final cycle of asset disposal. This process goes through several steps, namely: a)Asset Information Management; comprehensively stocktaking asset with software for asset data storage; b)Asset demand analysis; it is carried out to understand global trends that occur and future needs, so that assets can be more useful and have economic value for the region; c)Determination of the level of service to be provided based on consideration of the area, population coverage, and the real needs of the community; d) Utilization of data and information in order to make good and sustainable decisions. Thus, the development of a new system with technology and information will make asset management more focused and organized so that it can contribute to the region.

Risk Management

Risk management in Bandung District is more focused on natural events in several areas such as landslides, floods, fires and others. The authorities are more intense in anticipating these things. Meanwhile, other risks related to the activities of implementing government functions have not been considered by each agency. The perception of risk is still a negative thing that hinders the organization, so it is avoided, resigned from, and does not prepare to face the possible risks. This behavior is not good for the sustainability of local development so with the development of knowledge, risks need to be managed in order to change an attitude of resignation and avoidance into an attitude of anticipatory acceptance. In a modern public understanding, risks are accepted as a relatively easy, measurable, and quantifiable problem (Gephart et al., 2009). Even risks become part of the organization's activities in carrying out its mission so it is important to analyze the possibility of unpleasant surprise events (Holt, 2004), which serves for the management of the unexpected future (Gephart et al., 2009). Thus, risk management includes how to describe risks and impacts, as well as how to react to events and other actors (Millo & MacKenzie, 2009).

In this regard, it is necessary to change the assessment of the risk of implementing local government functions. The view of risk shifts to something that cannot be known and turns into uncertainty that cannot be measured (Gephart et al., 2009). This condition includes the impact of changes in individual behavior and massive social

interactions on all aspects of life. Thus, quick adjustments can be made to all dimensions of government, so that the risks can be anticipated through changes in the right strategy based on the calculation of reality and consideration of uncertainty risks with a quantitative and qualitative approach. These two approaches are believed to be able to provide risk management that is beneficial for the implementation of government functions in the regions.

Public Marketing Management

The management of this dimension is carried out by several institutions administering the sectors of Tourism, Cooperatives, Small and Medium Enterprises (*UKM*), Industries, Trades, and Communication and Information Technology. Each institution manages the promotion of system and management for the superior products of its sector. For example, the Cooperatives & UKM Office manages marketing regularly every year starting from data collection, classification, maturation and determination of marketing products at promotional events locally, regionally, and nationally. For tourism, various leading tourism promotions, village tours, and halal tourism involve local artists, installation of banners, and brochures which are shown via online media such as YouTube, Instagram, and the official website of the tourism office.

The idea of renewing public marketing in question includes the promotion of regional potential innovations which is integrated with ICT applications in all sectors of government affairs. In addition, community involvement in regional promotion uses

social accounts of residents. Therefore, this marketing method needs the collaboration of various parties to introduce the potential of the region as widely as possible, through a well-managed mechanism. Thus, several benefits can be obtained, namely: 1) raising the standard of service quality; 2) promoting the interests of each sector of government affairs; 3) Attracting investors' interest and sympathy; 4) acting as a political campaign of officials who maintain political positions.

Data and Public Information Management

Data management in Bandung District has not been systematic and synchronized between agencies so there are differences in data between institutions. Likewise, the partial management of public information systems are conducted by information and documentation management officials (*PPID*) in each sector. Each agency conveys information directly to the public regarding its activities which is conveyed through print-copy, electronic and online media as well as billboards and megatron. It appears that the management of data and information needs to be updated and integrated so that it is accurate and reliable.

In connection with the renewal of data management and information systems, the idea developed is harmonization and integration of data with a single data system in the regions. It is necessary to develop a big data system in ICT application. This method is useful for policy making, changes in structure, processes, and the need for government collaboration in improving services

effectively in various sectors as well as predicting future changes. Thus, it has implications for reforming the public sector as well as facilitating the creation of efficiency in all development sectors (Mcadam & Reid, 2000). These reforms can develop an open government data system and an open access system for public sector information (Janssen et al., 2012; Zuiderwijk & Janssen, 2014) that focus on roles and responsibilities as well as enable public authorities to convey data openly. Therefore, it can answer various demands of citizens for greater accountability and transparency in public processes.

Government Leadership

The political will of these local leaders determines the pace of the process of implementing government functions in the regions. Government innovation and creativity depend on the support of these local elites. Leadership styles also vary so it has an impact on the level of public acceptance. There are those who initiate programs from the bottom up, meanwhile there are also those who initiate development innovations as new values. In general, these local leaders are committed to developing the region, but the government's role seems more dominant. This is less effective when other resources want to play a role. For this reason, reforming is necessary in order to be more effective in the transformation of local government management in the new normal era. Local leaders are expected to combine various components and resources effectively, carry out coordination and collaboration quickly, be able to adapt to changes, and have

pragmatic sensitivity and extraordinary commitment to the public well-beings (Morse & Buss, 2007). Thus, it is expected to shift public leadership from the concept of hierarchy, command, and control which is based on the vertical relationship of authority into the lateral relationship of shared power. Leaders who are able to share, recognize the competence of other parties, provide broad opportunities for other parties to participate in implementing regional government functions, and take on the role of equal partners who are close to the community and always provide hope for a promising better future are the prerequisites for the lateral relationship of joint power. Conditions of uncertainty and social panic require leaders who can convince the public and articulate real goals (Graham, 2003). Thus, the leader transformation initiated here is to be able to collaborate across sectors, jurisdictions, ethnicities, and religions, so that they become conductors, liaisons of various generations, as well as creative and innovative administrators.

Conclusion

This study describes the governance of various dimensions of local government management in the new normal era which still implements old paradigm system. This system implementation relies entirely on the dominance of the role of the apparatus and direct interaction with related parties, so it is very risky for service providers and recipients in the region. With the demands for restrictions of social interaction and the lack of availability of information and communication technology infrastructure

in the practice of local government governance, it further reduces the quality of the administration of government functions. The research findings confirm that it is necessary to make changes to every dimension of local government management so that development programs are carried out productively in the long term. Taking into account the development of the concept of adaptive governance and the rapid development of ICT at this time, the governance of local government was initiated to modify the system with a new paradigm for districts characterized by high geographical difficulties. This study has limitations in generalizing the data due to the informant construction in a limited context. Collecting data in the midst of a pandemic outbreak is a technical challenge, so the results are difficult to extrapolate further. To complete a significant update on all dimensions of local government governance with a new adaptive paradigm, it is suggested that future research be developed in autonomous regions with archipelagic characteristics and concentrated on enhancing national rules to fit the needs of local government management change.

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