Discourse of Renewal in Government Institutions (Study of Crisis Communications on Flood Problems Facing Dki Province)

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Abstract

As the capital city of the Republic of Indonesia, Jakarta continuously carries out development in various fields, including infrastructure development as one of the most massive fields. However, the development was not able to cover several issues in Jakarta. One of the most complaint-generated issues is flooding. The magnitude and intensity of the floods that occur almost every year makes a lot of media coverage to see the performance of the DKI Jakarta Provincial Government. This paper discusses how the DKI Jakarta Provincial Government, under the leadership of Basuki Tjahaja Purnama (BTP/Ahok) in dealing with floods using the Discourse of Renewal theory. This theory does not take crisis as something negative, instead, it considers crisis as an opportunity for the organization to make better performance. This study seeks to find out the implementation of the crisis communication strategy by the DKI Jakarta Provincial Government under Ahok's leadership and its impact on improving the image of the institution. This study uses a qualitative research method with a case study approach that aims to understand and explore crisis communication strategies in more depth. The collected data is then analyzed in five stages, starting from framing, labeling, summarising, synthesizing, and concluding. Based on the results of the research, BTP/Ahok's leadership style, which was bold and decisive in dealing with floods, has brought newness to the organization. The novelty is considered effective, as evidenced by the results of the Indo Barometer survey which named BTP/Ahok as the governor who successfully handled floods.

I. Introduction

DKI Jakarta, which is the capital city of the Unitary State of the Republic of Indonesia, is one of the most densely populated cities in the world. With an area of 664.01 square meters, Jakarta must accommodate 10,560,088 people, not including immigrants from other regions (Jakarta.bps.go.id). As the capital city, Jakarta is the center of government as well as the Indonesian economy. Therefore, Jakarta continuously carries out development in various fields and one of the most massive is infrastructure development. However, the development carried out was not able to cover several problems in Jakarta. In addition to congestion, the problem that Jakarta residents often complain about is flooding. Floods that occur are caused by various factors, ranging from scientific factors, such as increasing rainfall intensity, Jakarta's environmental conditions which are flowed by 10 major rivers to the activities of residents who also contribute to the occurrence of floods. Seeing this, it can be said that residents' activities and flooding in Jakarta have a mutually influencing relationship. Developments that are not followed by spatial management with a

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good drainage system can cause flooding. On the other hand, flooding can also damage development outcomes.

Actually the problem of flooding inJakarta has been happening since 1621 when the population was certainly not as much as it is today. Historically, floods in Jakarta have occurred in 1621, 1624, 1918, 1979, 1996, 2002, 2007, 2013, 2015, 2018, and 2020 (Kompas.com, 2021). In 2002, under the leadership of Sutiyoso as the Governor of DKI at that time, Jakarta experienced a flood that drowned 168 urban villages and killed 32 people. In 2007, under the same leadership, Jakarta was again inundated by floods with a wider area coverage and more casualties. It was recorded that at least 80 people were declared dead due to being swept away by currents, electrocuted, or sick in the incident. Material losses due to the cessation of the economy are estimated to reach Rp. 4.3 trillion (Suara.com, 2021). High rainfall occurred again in 2013, and floods again inundated the city of Jakarta. The HI roundabout which is the location of the welcome monument was also flooded. Joko Widodo, who at that time served as the Governor of DKI Jakarta, stated that the losses from the floods reached Rp. 20 trillion. Before leaving his post as governor and heading to the palace, Jokowi had compiled a number of programs aimed at dealing with flooding, such as the construction of a giant sea wall, ciliwung drains, additional green open space, construction of 100,000 infiltration wells, normalization of the pluit reservoir, dredging 13 times in Jakarta, and the construction of a deep tunnel (Baiduri, 2013). After Jokowi's death,

The impact of floods in 2015, recorded at least 52 pointsFloods spread across Jakarta. The Kelapa Gading, Mangga Dua, and Grogol areas are some of the areas with the worst conditions. The water level in Grogol touched 60cm. Meanwhile in Kelapa Gading, the flood height reached 80 cm which hampered access to the area (Kompas.com, 2015). Meanwhile, on the Mangga Dua, Kota and Ancol roads, the flood inundation reached 30 cm, which resulted in traffic stagnation in both directions. Even the 2015 flood also submerged the State Palace area. As a result of this disaster, Deputy Chairperson of the DKI Jakarta Chamber of Commerce and Industry Sarman Simanjorang estimates the loss to reach Rp 1.5 trillion per day.

Crisis is something that cannot be avoided and can occur both in the social, economic and environmental realmsonly politics. In general, a crisis is defined as an event that is perceived as threatening, causing harm and increasing urgency. Fearn-banks (2011) defines a crisis as an event that has the potential to have a negative impact on an organization, company, or industry, as well as its public, products, services or reputation. In organizations, crises usually signal a fundamental threat to system stability, as well as a sign of risk that can threaten organizational goals, including organizational image, profitability, legitimacy and organizational sustainability (Ulmer & Sellnow, 2002). Therefore, the discourses that are most often associated with crises are danger, responsibility, blame, blame, guilt, obligation, compensation, and victim. The magnitude of the flooding that occurred has made a lot of media coverage to see the performance of the DKI Jakarta Provincial Government under Ahok's leadership in dealing with flooding, which is one of the crisis events. The crisis experienced by the DKI Provincial Government is a crisis that has been prolonged and has certainly reduced public trust in the government.

Lee (2009) concludes eight factors that characterize government crises. First, the crisis demonstrates the effectiveness of government authoritiesorder to take preventive measures. Furthermore, the ability of the crisis to improve the communication process of government agencies. The third factor is when a crisis occurs in government institutions, the media attention increases, it is important for government agencies to be able to reduce

this attention by having good relations with the media. The crisis in government institutions should be a moment to convince the public of the government's ability to carry out preventive actions in the future. When a crisis occurs, the government must be able to show good leadership as well as show how much the government is committed to prioritizing the public interest. When a crisis occurs, the government should be able to demonstrate flexibility and ability to communicate well with other government agencies. The last factor is the government's ability to minimize the effects of external crises in government decision-making.

The theory used in this paper is the Discourse of Renewal Theory (DRT). This theory was chosen based on what Ahok did in dealing with floods, which was to improve systems within the organization. This theory emphasizes the role of communication in changing and creating new goals and directions in organizations after a crisis occurs (Ulmer et al., 2009; Fuller et al., 2019), so that they are more inward oriented with a deeper level of thinking (Anderson & Guo, 2019). The aim of this theory is to restore the image by focusing on a strong value position, responsibility to stakeholders and growth as a result of the crisis. This theory no longer sees the crisis as something negative, but as an opportunity for a better direction (Wobacher et al, 2017). The framework of this theory emphasizes organizational change through provisional, prospective, optimistic, and leader-based communication (Barone, 2014). However, according to research conducted by Putri (2019), there are several inhibiting factors for renewal in the organization, such as employee resistance, many overlapping regulations, and statements from leaders that sometimes do not match reality.

II. Review of Literature

Discourse of Renewal Theory (DRT) developed as an attempt to counter the existing literature at the time. The development of DRT has continued since the first part of this theory was written, namely, "most research on crisis communication has only focused on managing threats to an organization's image or reputation during crises" (Ulmer, Sellnow, & Seeger, 2019). Several studies have identified trends in crisis communication in both communication, public relations and interdisciplinary journals (An & Cheng, 2010; Marsen, 2019; Ha & Riffe, 2015). These studies have revealed the tendency of the scientific literature related to crisis communication to focus on improving the image and level of organizational responsibility (An & Cheng, 2010; Ha & Riffe, 2015; Marsen, 2019; Ma & Zhan, 2016).

Situational crisis communication theory {SCCT} (Coombs & Holladay, 2002) and image repair theory {IRT} (Benoit, 1995) are theories widely used in studies that discuss communication crises (image repair: Arendt, LaFleche & Limperopulos, 2017; SCCT: Ham & Kim , 2017).

2.1. The Four Characteristics of DRT
a. Organizational Learning
Organizational learning (OL) or organizational learning is a process by which an organization changes or modifies their rules, processes or knowledge and maintains or improves their performance (Baster & Haamann, 2018). Organization must have a goal to be achieved by the organizational members (Niati et al., 2021). The success of leadership is partly determined by the ability of leaders to develop their organizational culture. (Arif, 2019).This organizational learning aims for an organization to adapt to certain situations. The theory of organizational learning emphasizes the role of learning for the sake of

renewal (Crossan et al., 1999), the process of change that occurs continuously in the end allows organizations to develop and adapt to their environment. Organizations that are constantly learning, adapting, and reflecting in the pre-crisis stage are expected to be able to handle crises better than their competitors without having to show defensive strategies (Fuller et al. , 2019). There are two mechanisms in the renewal process. First, exploration - when organizational activities aim to identify new opportunities for learning to occur and integrate this new learning into a process of renewal. Second exploitation - applying what has been learned (Crossan et al., 1999). Warder and Heckmann (2019) argue that these two mechanisms must be carried out simultaneously and continuously for organizational learning and renewal strategies to occur.

b. Ethical Communication

The second key factor influencing organizational novelty in responding to crises is to communicate ethically (ethical communication) before, during, and after a crisis occurs (Ulmer et at., 2019). Ethical communication is a communication choice made by organizational members including values, standards, and norms that apply within the organization. Ethical communication focuses on organizational values, stakeholder relationships, provisional communication, and significant choices (Fuller et al, 2019). Organizations that do not make adequate preparations or conduct their business unethically will have to suffer the consequences when a crisis occurs. In fact, unethical actions tend to be the cause of a crisis. The ethical values of the organization will generally be revealed when a crisis occurs.

c. Prospective rather than Retrospective Vision

Prospective vision refers to an optimistic view ofand future orientation. This is the most important factor in renewal discourse. Organizations that are forward-looking and do not dwell on past mistakes (retrospectively) after a crisis have occurred are more likely to experience renewal. Reflecting on past mistakes can be a lesson for an organization, however, it can also prevent the organization and its stakeholders from moving towards a shared vision for the future.

Discourse of renewal is bpositive form of communication and focuses on the organization's ability to restructure post-crisis using opportunities. Meyers and Holusha (1986) explain that "crises present opportunities as well as challenges, opportunities that do not exist at any other time." Several studies have also demonstrated that crises have the potential to present important opportunities (Donia et al., 2021; Maguire, 2021).

d. Engaging in Effective Organization Rhetoric

The final factor influencing effective reform is rhetoric (Ulmer et al., 2019). This component relates to the ability to construct reality for stakeholders after a crisis occurs. This aims to convince stakeholders to continue to support the organization and rebuild the organization to be better than before (Seeger & Sellnow, 2016). When a leader sees a crisis as an opportunity, they must also ensure that stakeholders view the situation in the same way. By creating a shared meaning of crisis as opportunity between the organization and its stakeholders, leaders can construct a reality of optimism and commitment (Ulmer et al., 2019).

III. Research Method

This research was conducted with a qualitative approach with a case study method. According to Creswell (2013), Creswell is a method that aims to understand and explore phenomena that depart from humanitarian problems or social problems (2013). While the case study is a research strategy that aims for researchers to investigate a phenomenon by collecting detailed, in-depth information, and involving several sources of information (Creswell, 2007). This study will use secondary data sourced from online media news articles.

To obtain the required data, the researcher entered several keywords in the search engine related to "flood" and "BTP/Ahok." After that, the machineThe searcher will display various articles related to the keyword on the online search page. Next, the researcher selects the news by selecting the articles to be used as sources in the research.

IV. Result and Discussion

4.1 Case Analysis
a. Framing

(a) Develop key questions such as how the DKI Provincial Government under Ahok's leadership conducts the communication process in conveying flood management programs that can be accepted by the community? Has BTP/Ahok succeeded in carrying out organizational reforms that can create a positive reputation for the DKI Provincial Government and BTP/Ahok as regional heads? (b) Flipping and Skimming; Basuki Tjahaja Purnama (BTP/Ahok) who served as Governor of DKI Jakarta for the period 2014 - 2017 has an attitude, leadership style and way of communicating that can be said to be controversial. BTP/Ahok is trying to fix the Jakarta area so that it becomes a better and orderly city by fixing the government apparatus under the DKI Provincial Government. One of the classic problems of the capital city is flooding. In 2015, Jakarta was again hit by floods and became a flood that was categorized as quite severe. Flood handling by the Governor of Jakarta is in the spotlight of the media and the public who continue to hope for a leader who is able to handle this problem well. For some Jakarta residents, the presence of BTP/Ahok brought disaster. The reason is that policies that aim to reduce flooding must be carried out by evictioning houses located on the banks of rivers and reservoirs. Residents who felt aggrieved made various protests to the Governor. However, for others, what BTP/Ahok has done in dealing with floods is considered a success. (c) Beginning of the Case; the problem occurred in 2015, when Jakarta was again hit by floods, which is a routine disaster that often occurs in the capital city. This disaster certainly demands the regions to move quickly and be responsive to the conditions of their citizens. The residents of DKI Jakarta hope that there will be leaders who are able to deal with this problem that has happened again and again every year. Basuki Tjahaja Purnama (BTP/Ahok), who at that time served as the head of the DKI Jakarta area, immediately started the program he had created as an effort to deal with flooding. (d) Ending of the Case; the programs implemented by BTP/Ahok succeeded in tackling floods in Jakarta that year. When compared with previous leaders, it can be seen that the puddles only occurred 2-7 days during the leadership of BTP/Ahok. Meanwhile, in the previous leadership, puddles can last from 15-20 days. The success of BTP/Ahok in dealing with floods is also evidenced by a survey conducted by Indo Barometer, which stated that out of 1,200 respondents, 42% of them considered BTP/Ahok to be the governor of Jakarta who was the

most successful in dealing with flood problems. Community involvement and BTP/Ahok's firm leadership style also contributed to the successful implementation of the flood program.

b. Labeling

Labeling; which refers to the results of the news on the online search page, Google. At this stage, the facts will emerge, both from the outside (external) and the internal (internal) side. (a) External; (i) General Environment: Floods are a frequent occurrence in DKI Jakarta. One of the causes of flooding in Jakarta is the extreme weather that causes high rainfall. Various efforts have been made by regional heads who have served as governors of DKI Jakarta to deal with floods. The success/failure of the DKI Jakarta Provincial Government in dealing with floods will have an impact on the reputation of the organization and regional heads in the eyes of stakeholders or the community. (ii) Industry: DKI Jakarta Provincial Government is required to act quickly in dealing with floods to minimize losses, both material and immaterial losses. Flood control in Jakarta 2015 has been stated in the Governor's Regulation of the Special Capital Region of Jakarta No. 14 of 2015 concerning the 2015 Flood Disaster Management Contingency plan. The central government through the Ministry of Public Works and Public Housing (PUPR) has instructed that the handling of floods that occur in all river areas in Indonesia must be carried out through structural and non-structural efforts. BTP/Ahok received Rp 7 billion in assistance from the Tahir Foundation and Permit (Association of Chinese Indonesian Communities and Entrepreneurs) to deal with flooding. (iii) Competition: Basuki Tjahaja Purnama (BTP/Ahok) was named the Governor of DKI Jakarta who was successful in dealing with floods when compared to Jokowi and Anies Baswedan. On the other hand, BTP/Ahok also issued many innovative new policies compared to their predecessors. Several other regional heads have methods/policies that are also considered successful by their citizens in dealing with floods. (b) Internals; (iv) Strengths: BTP/Ahok's bold and decisive leadership style was ultimately able to improve the performance of the DKI Provincial Government work units in dealing with existing problems, including flooding. The nature of BTP/Ahok who is open, candid, and willing to admit mistakes helps increase public confidence in his performance. Even the governor opened the city hall every morning for people who wanted to directly convey their complaints/aspirations to him. Although many policies are considered controversial, however, BTP/Ahok managed to prove that the policy was able to bring change for the people of DKI Jakarta in a positive direction. (v) Weaknesses: In addition to being a strength of BTP/Ahok's leadership style, which is firm and results-focused, is defined as an authoritarian leader who does not want to listen to his subordinates. In addition, the policies that he issued are often misinterpreted by the public as an attitude that is not pro-poor. For example, the river normalization policy requires the relocation of residents living on the banks of reservoirs or rivers to flats.

c. Summarizing

Summarizing; if viewed from the results of labeling, then in a nutshell in the general environment it can be said that flooding is a disaster that often afflicts the capital city of Jakarta. Various efforts have been made by regional heads who have served as governors of DKI Jakarta to deal with floods. In addition, the success of the DKI Jakarta Provincial

Government in dealing with floods will have an impact on the reputation of the organization and regional heads in the eyes of stakeholders or the community.

In the industrial sector, the central governmentThe Ministry of Public Works and Public Housing (PUPR) has instructed that the handling of floods that occur in all river areas in Indonesia must be carried out through structural and non-structural efforts. Therefore, regional heads must be responsive in presenting policies related to flood management. Flood control in Jakarta in 2015 has been stated in the Governor of the Special Capital Region of Jakarta Province Regulation No. 14 of 2015 concerning the 2015 Flood Disaster Management Contingency plan.

In terms of competition, Basuki Tjahaja Purnama (BTP/Ahok) was named the governor of DKI Jakarta who was successful in dealing with floods when compared to Jokowi and Anies Baswedan, according to a survey conductedby Indo Barometer. According to the results of a survey conducted to 1,200 respondents, 42% of them stated that Basuki Tjahaja Purnama was the governor who was most successful in overcoming the flood problem. In addition, when compared to its predecessors, BTP/Ahok also often makes innovative policies to make Jakarta a more developed city.

BTP/Ahok has the power as a brave and decisive leader in the end able to improve the performance of the work units of the DKI Provincial Government in dealing with existing problems, including floods. In addition, BTP/Ahok also implements a transparent government system, obeys the applicable rules and is not reluctant to admit mistakes. This practice has made Ahok known as an honest leader and has the capacity to lead Jakarta with the changes it brings.

However, BTP/Ahok alsohas several shortcomings, one of which is the BTP/Ahok leadership style which is firm and results-focused, which is interpreted as an authoritarian leader and does not want to listen to his subordinates. In addition, the policies that he issued are often misinterpreted by the public as an attitude that is not pro-poor. In addition, in the flood incident, Ahok was considered lacking in direct socialization of the program.

d. Synthesizing

Synthesizing; this stage is carried out using a table that can be seen in table 1. In carrying out the communication process, the DKI Jakarta provincial government should not challenge residents who blame their performance. Because when a disaster strikes, someone will definitely try to find someone else to blame. The provincial government should focus on revamping the system in order to minimize/mitigate the impact of flooding. By conducting direct dialogue with residents, the Governor of DKI Jakarta, Basuki Tjahaja Purnama (BTP/Ahok) can find out firsthand what the residents really expect as well as become a momentum in educating residents. The success of BTP/Ahok in dealing with floods has also changed people's perceptions of the performance of the DKI Jakarta Provincial Government.

Table 1. Synthesizing

Questions	Opinion/Hypothesis	Decision Criteria	Pros	Cons
1. How does the DKI	**Incorrect**	Ethical Communicatio	● Explain the facts on the	● The local government

Provincial Government under Ahok's leadership carry out an ethical communication process in conveying flood management programs so that they can be accepted by the community?	Cnnindonesia.com BTP/Ahok challenged residents who blamed him for the flood.	n	• ground that actually happened. • Shows the results of the DKI Provincial Government's hard work in dealing with floods.	gives the impression that it does not want to be blamed.
	Appropriate Medcom.id Ahok listened directly to residents' complaints during visits to settlements.	Ethical Communication	• Shows that BTP/Ahok is willing to directly listen to residents' complaints so that the local government can take more appropriate handling. • This is an opportunity to educate residents regarding the current conditions and the treatments that have been carried out.	• The explanation given by BTP/Ahok can be seen as an artificial excuse.
	Appropriate Beritajakarta.id Ahok held a direct dialogue with residents regarding the	Ethical Communication	• Residents were more enthusiastic and more receptive to explanations related to relocation	• The community has to make a lot of adjustments related to the river and reservoir

	relocation issue.			and compensation after being explained directly by the Governor.	normalization plan.
2. Has BTP/Ahok succeeded in carrying out organizational reforms that can create a positive reputation for the DKI Provincial Government and BTP/Ahok as regional heads?	**Succeed**	Organizational Learning	● Coordination between regional work units in disaster management has been going well. ● Shows that BTP/Ahok can carry out their duties well as leaders. ● The community has returned to trust in the performance of the provincial government.	● Many provincial government workers are not happy with the reforms.

e. Concluding

Concluding; the repeated flooding that occurred in Jakarta made people disappointed and kept questioning the performance of the DKI Jakarta Provincial Government. This affects the image and reputation of the institution which affects the trust of stakeholders. This finally got media attention which required the government to be quick to respond in dealing with the crisis. Basuki Tjahaja Purnama (BTP/Ahok) who is known for his firm leadership, continuously gives instructions and assigns tasks to Regional Work Units in Disaster Management. He implemented various innovative policies to minimize the impact of floods felt by residents. These policies are then socialized through face-to-face dialogue.
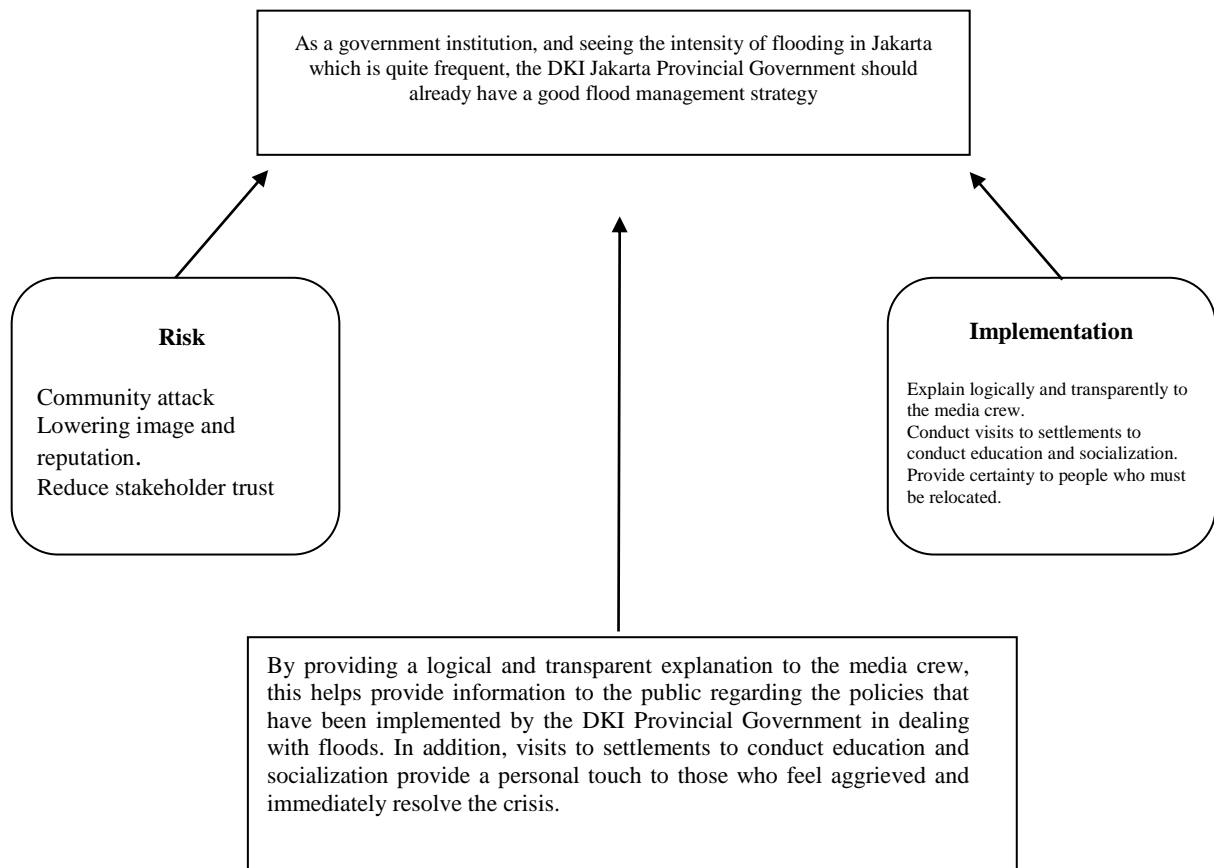
As a government institution, and seeing the intensity of flooding in Jakarta which is quite frequent, the DKI Jakarta Provincial Government should already have a good flood management strategy

Risk

Community attack
Lowering image and reputation.
Reduce stakeholder trust

Implementation

Explain logically and transparently to the media crew.
Conduct visits to settlements to conduct education and socialization.
Provide certainty to people who must be relocated.

By providing a logical and transparent explanation to the media crew, this helps provide information to the public regarding the policies that have been implemented by the DKI Provincial Government in dealing with floods. In addition, visits to settlements to conduct education and socialization provide a personal touch to those who feel aggrieved and immediately resolve the crisis.

Figure 1. Risk and Implementation

4.2 Crisis Discussion in Theory

As discussed in the previous section, the Discourse of Renewal Theory (DRT) was developed as a deliberate update to shift the focus of crisis communication management away from just image improvement. This is what BTP/Ahok then did in dealing with the flood crisis that occurred in Jakarta. Ahok does not just focus on improving the image of the DKI Provincial Government which is already bad in the eyes of the public regarding flood management, but he focuses on improving the organization's internals.

If we look at the four characteristics of DRT, it can be said that organizational learning occurs, which is a process where organizations change rules in order to improve their performance (Baster & Haamann, 2018). Flood management programs that were previously not carried out properly by the previous governor were then actually implemented by BTP/Ahok. Some of the solutions/policies taken by BTP/Ahok are replacing old pumps with new ones. In addition, BTP/Ahok also really took advantage of the Public Infrastructure and Facilities Handling Officers (PPSU) in dealing with floods. PPSU's performance in the BTP/Ahok era is also considered to have increased. The DKI Jakarta Provincial Government uses a paradigmatic learning type, namely by implementing programs that are formed based on lessons learned during floods. The implementation of the program is certainly supported by the leader of the organization, in this case, the Governor of DKI Jakarta.

The next factor that influences organizational novelty incrisis response is to communicate ethically (ethical communication) before, during, and after the crisis. According to ethical standards when a crisis occurs, the DKI Jakarta Provincial Government can be considered responsible for solving the flood problem, judging by the various news articles that show BTP/Ahok's efforts in dealing with problems that hinder the implementation of the program. In addition, the media plays an important role in disseminating information. In the previous year, namely 2014, Ahok also collaborated with Twitter to monitor flood locations (ArRahmat, 2014). Twitter users simply mention @Petajkt to provide information regarding the location of the flood. He hopes that any information provided directly by the community can be immediately handled by each village head or department head. BTP/Ahok also cooperates with the Ministry of Communication and Informatics by providing emergency call number services and disaster warnings via short messages (SMS). SMS will be sent to the owner of the number located in the vicinity of the potential disaster area containing information about the type of disaster and the steps that must be taken immediately. In this way, the public can get the information they need. The last ethical standard is humanism and caring. If viewed according to this standard, many people, especially those whose homes have to be relocated due to violating the rules, consider that BTP/Ahok is inhumane. Whereas the main reason for the relocation is to mitigate flooding in the coming year. In addition, BTP/Ahok also explained that one of the purposes of the relocation was for the future of the residents themselves,

The third characteristic in DRT is*Prospective rather than Retrospective Vision.*This character is also reflected by BTP/Ahok, where the organization is not fixated on past mistakes and looks to the future. BTP/Ahok focus on implementing the programs/policies that have been issued so that they can run well and according to plan. He continues to evaluate the program so that it can have a significant impact so that it can be felt by the community.

FactorThe last thing that affects reform is rhetoric. As explained by Ulmer et al (2019) that organizations need to convey a crisis that makes sense so that it can help the audience in interpreting the crisis. Based on this explanation, it can be said that BTP/Ahok has been transparent and has tried to provide a logical explanation regarding information that is important for the public or stakeholders to know regarding flood management. He also did not hesitate to admit that there were still shortcomings in the implementation of the program, such as the lack of coordination between sluice guards in several areas which caused the water to overflow again. However, in the information provided, the Governor has also directly instructed his subordinates to improve their performance.

V. Conclusion

Based on the previous discussion, it can be concluded that the DKI Provincial Government has made efforts to improve its performance, especially in dealing with flooding problems that often occur every year. Although it has not been able to completely prevent flooding, the policies and implementation are appropriate.

Basuki Tjahaja Purnama (BTP/Ahok) directly supervised the performance of his subordinates. BTP/Ah leadership styleOK, which tends to be authoritarian by controlling and coercing has succeeded in bringing the implementation of policies to achieve their goals. Overall, BTP/Ahok has implemented the Discourse of Renewal Theory (DRT) in dealing with the flood crisis. He is more concerned with organizational renewal than improving his self-image. It is proven by the number of people who blaspheme BTP/Ahok

regarding his relocation policy to reduce flooding in Jakarta. The resistance of these stakeholders is also one of the obstacles to organizational renewal. Despite the obstacles, with a strong stance, BTP/Ahok believes that what he is doing can have a positive impact in the future. In addition, the use of the DRT strategy is considered quite successful,

The advice that can be given is that it is better if BTP/Ahok can further improve the human touch in conveying informationprograms or policies that have a major impact or change in society.

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