

Analysis of Divided Government Phenomena Post 2018 Governor Election in West Kalimantan

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Abstract

This study aims to analyze and find out and explain the symptoms of a divided government after the 2018 West Kalimantan governor election, the impact on government administration and the split government leadership model. The theoretical framework of this research is made in stages starting from the grand theory: Government Science and the Concept of Good Governance, middle-range theory: Conflict Theory, Cultural Concepts, Government Decentralization, Democratic Political System, Applied Theory: Leadership Theory (Nanus (1992: 136-141), Model Theory. This research uses qualitative methods, with data collection techniques through interviews, observations and documentation studies. The study results indicate that the direct election of the Governor and deputy governor of West Kalimantan Province will strengthen the decentralization system, which will have positive impacts; The first is the development of democratic life, including accountability to the people directly. Second, The legitimacy of the regional head from the people is getting higher. Namely, the principle of state sovereignty in the hands of the people is realized. Third, the support and participation of the people towards Government, development and social society are getting higher. However, it also has negative impacts, including, first, leaving a residue of conflict between supporters in the structure of society. Second, there is a pattern of a split government system that allows for disruption of government effectiveness. Third, implementation costs are not small, thus opening up opportunities for the Governor and Deputy Governor of West Kalimantan Province for corruption, collusion and nepotism. In the condition that the divided government pattern will minimize the negative impact on the wheels of Government which is less/ineffective, the Governor and Deputy Governor of West Kalimantan Province must build political support with the DPRD.

Keywords

leadership symptoms; political communication; democracy



I. Introduction

In 2000, the Government of Indonesia took a bold step by implementing a very radical decentralization policy by devolving broad powers to local governments (Dewanta, 2016). Experts and many references call it the big bang decentralization. This policy was compared to foreign observers as a star explosion because it contained steps that fundamentally changed the face of the Indonesian Government (Hofman et al., 2002).

Despite the obstacles and problems faced by the Government in implementing this policy, the Government of Indonesia commits to continue to give broad authority to local governments in implementing Government at the local level.

Decentralization has succeeded in creating regions that have various innovations and can improve welfare in autonomous regions (Sulistiowati, 2014). Decentralization

significantly affects the quality of public services in the regions is better. After the decentralization policy was implemented, it was seen that infrastructure development in the regions was getting better and growing (Maryam, 2017). The Indonesian Government recognizes the difference in good economic performance and has encouraged local governments to be more creative and innovative (Prasojo, 2003).

When direct elections were held in Indonesia, the system of governance underwent major changes. The election of President-Vice President at the national level, the election of regional heads, including governors, regents, and mayors, as well as the election of legislative representatives at the regional government level are carried out with the majority vote model, all of which have major consequences for the Government (Pardede, 2014). Direct election of regional heads and deputy regional heads is very important for the decentralization stage in Government. It will provide a very strategic role to regional heads and deputy regional heads in improving the nation's lives, justice, democracy, public health, and ensuring positive relationships. Live side by side with the Central Government and other Regional Governments to protect the Unitary State of the Republic of Indonesia (Setiawan et al., 2018).

Because the function of checks and balances is returned to the legislature, the impact of this return of authority has made the executive-legislative institutions have an equal position (Sulaiman, 2020). The balance between the executive and the legislature requires these two institutions to be able to collaborate and run the Government properly so that the mandate given by the people through elections can be returned to the people by producing pro-people policies by removing the labelling of constituents and political parties supporting and opposing (Solihah & Witianti, 2016).

Problems will arise when the elected executive does not come from the majority party in the legislature. The simplest question that arises is 'how can the executive pass a bill when the debater comes from a non-supporting party?' or 'will the process of discussing the bill proposed by the executive be hampered when it is discussed in the legislature, which contains members from the opposing party?'. The concept of the difference between the executive party and the majority party in the legislature is known as a divided government (Elgie, 2001). This concept has a strong resonance in the United States which seeks to explore the dynamics and impacts when the elected President comes from a minority party in the Senate (Howell et al., 2000). The phenomenon of a split government, also known as a minority government, when regional heads come from minority parties, and the legs are filled by non-supporting political parties, also occurs in Indonesia. Research on Pilkada results from Law Number 32 of 2004 shows that as many as 56.3% of elected Regional Heads get the most votes but do not get political support in the legislature (Permata, 2008).

Symptoms of a divided government occurred in the 2018 West Kalimantan governor election. The Sutarmidji-Ria Norsan pair supported by the Golkar-Nasdem coalition, Hanura, PKB and PKS only had 21 seats with the support of 32.3% of the total seats in the DPRD. Surprisingly, this pair won the 2018 West Kalimantan gubernatorial election by defeating the Karolin-Gidot pair, supported by a majority of the DPRD votes, as much as 41.5%. This strong pair was carried by the PDI-P, Democrat and PKPI parties. Plenary Meeting, The Plenary Meeting of the General Meeting of the Governor of West Kalimantan 2018, showed that Sutarmidji and Ria Norsan won the West Kalimantan gubernatorial election with 51.55% of the vote, followed by candidate opponent 2 Caroline Quito (Karolin-Godot) 1,081,876 votes or 41.79%. The final candidate was 172,151 votes for 1 Milton-Boyman or 6.65%.

In contrast to divided government research, which is widely studied in the United States, on the contrary, there are not many studies in Indonesia that discuss how the relationship is built between elected regional heads from the independent path and minority political support when running the wheels of Government. Saraswati's research (2010) on Government in Garut Regency implies that intense communication is needed for regional heads who are not supported by political parties, even those from individual channels. Vermonte (2015) states that Jokowi's victory in the 2014 presidential election invites debate about the symptoms of a divided government, considering that the supporting party is not the majority party in the legislature.

The author intends to study the Symptoms of a Split Government after the 2018 West Kalimantan gubernatorial election from the description above. This study aims to understand the impact on the Government in West Kalimantan if the regional head comes from a non-majority supporting party and finds a new model in the administration of a divided Government in West Kalimantan. West Kalimantan.

II. Research Method

An analytical-qualitative approach is used in this study to present the evidence found through in-depth investigations. Qualitative analysis is a technique to facilitate and understand the context of a person or community affected by a social or humanitarian problem. Many critical activities are included in qualitative analysis, including developing questions and methods, collecting relevant data from informants, summarizing and interpreting data ranging from subject-specific to broad, and explaining the importance of data (Creswell, 2002).

III. Result and Discussion

3.1 Symptoms of a Split Government

Based on the driven theory of visionary leadership from Nanus (1992:136-141), a conceptual definition of the Analysis of Symptoms of a Split Government after the 2018 West Kalimantan Governor Election was compiled which was revealed from three dimensions of analysis: (1) Communication dimension; (2) Networking Dimensions; (3) Dimensions of Personifying the Vision. The three dimensions were developed into 12 manifest variables as 12 questionnaire items. Related to the above, in this study, the authors conducted several in-depth discussions and the results of the answers to the questionnaires that the researchers processed based on facts and data in the field with several national figures and processed primary and secondary data.

1. Communication dimension at the institutional and normative levels, the direct Pilkada in

West Kalimantan Province is a positive development for the growth and consolidation of democracy. However, these systems and mechanisms need to be continuously refined and evaluated because there are still many weaknesses that are often counter-productive to the democratization process. The weaknesses above are often the triggers and root causes of social and political conflicts in the people of West Kalimantan Province. However, the source of this conflict is not only at the normative level, namely legislation, but also in the context of its implementation, which is often inconsistent and deviates from its basic purpose. Some deviations in holding regional head elections that are still a problem and many are questioned by the public are that many citizens have the right to vote but are not registered as permanent voters. Another problem is the occurrence of irregularities in choosing the best leader. Through the Pilkada, it is alleged that they are not the best sons of

the region. Although many have produced positive things and have attracted good and competent regional cadres, not a few have fallen short of voters' expectations. This can be an obstacle because it can lead to the emergence of the phenomenon of divided leadership. In terminology, conflict can come from differences of opinion, competition and hostility. Usually, conflicts arise when there is an intense competition between two parties with different interests and goals.

2. Networking dimension in the context of Pilkada, it turns out that this democratic party which incidentally is a political activity, has the potential to cause conflict because, in the process, there are always differences of opinion and interests as well as intense competition in the pursuit of a public office. Pilkada does not give birth to legitimacy in some areas that have held. The result that has been determined does not have the authority as a valid result, giving rise to a wave of protests from various parties, especially from supporters of the losing candidate. Another factor is that there are still many people who cannot participate in the Pilkada. It means that people's distrust of the election system is very strong. The next factor is still secrecy in the election and the blockage of the basic rights of citizens. For example, citizens vote under pressure from mass organizations, political thugs, etc. Various pressures caused residents to lose criticism lose their right to vote according to their conscience. If all of that happens, the performance in an area will automatically decline and potentially lead to conflict. The Pilkada process must be guarded to become fertile ground for seeding democratic culture and not become a superficial or distorting meaning of democracy. In the implementation of regional head elections, there are various kinds of actors and interests. Many potentials and sources will attract the attention of the actors who play and the desire to seize it. This is because Pilkada is influenced by various constitutive social and political structures so that it will not only create what is called a consensus social construction but also conflictual. Regional head elections are very vulnerable to social conflict. This conflict is not only between participants and their supporters but also between participants and organizers, even with other institutions, such as local government, security forces and the community. As practitioners, researchers realize that potential conflicts can come from various legal, social and political constructions.
3. Dimensions of Personifying the Vision The influence of bureaucracy has been described as a component in the policy decision-making process. The way bureaucracies influence decisions are only partly related to parochial interests, as demonstrated in a crisis when a common interest leads every executive position and the resulting bargaining process in combating or avoiding threats. It can further be said that politicians make policies; civil servants manage. Politicians make decisions; bureaucrats implement them. Public officials are employees who are indispensable because of their competence and expertise. According to the researcher, the above relationship is ideal because the functions of political and administrative institutions are separate. Still, at the same time, it is highly unlikely because every government decision has political considerations and consequences. Authority, simplicity of decision and political supremacy are potentials for the image of the Governor and Deputy Governor-elect.

3.2 Impact of Divided Government

The existence of a divided government, namely where regional heads come from minority parties, as happened in West Kalimantan, has impacted the way of Government in the province. The impact can be in the form of obstacles that occur in the form of political obstacles and bureaucratic obstacles.

a. Political Barriers

Politics is related to interests. However, the motive is not related to politics. Politics is still about priorities, and politics are closely related to interests (Fuadi, 2020). Politics and desire, on the other hand, are different. It's natural that if we talk about politics, it will attract people's attention. Politics is closely related to mutually agreed interests. Every choice in politics is usually motivated by self-interest. According to Aristotle's classical philosophy, people carry politics out to understand common interests. The phrase "common interest" is very important in this concept. According to Aristotle, politics is a desire similar to achieving a common goal (Dewantara, 2017). In other words, this concern is referred to as a national problem. To ensure the survival of a country, it must pursue its national interests. The state must be stable and independent. This is the kind of national priority that can influence the course of the political formulation. This is because politics is born and shaped by profit motives.

Currently, Indonesia has many political parties, each with a different political-ideological basis to garner support and votes. This philosophy will be debated in democratic parties (Prianto, 2016). Due to the dynamics that exist in the industry, most parties are trapped in the competitive arena. It is in the party's interest to develop to attract public sympathy, be elected by a majority of voters, and seize power. Getting a balance between public support and staying in power in the future will be a strategic goal and interest. When participating in the news media solely to promote party policies, discuss politics for the good of people, communities or groups. Likewise, other political groups vie for sympathy (Prasetya, 2011).

If this is not addressed, the country's leaders will turn to Machiavellism, who adhere to political principles without regard for integrity. Politics is concerned only with gaining and maintaining control. If domination is a guide in Government, politics is full of conflict. As several interests collide, interests compete for influence. This is expressly inconsistent with national goals, including shared politics (Rosana, 2012).

The existence of a political party oligarchic culture is defined as the tendency of a political party to prioritize its management needs over the interests of the general public. Various mechanisms can mitigate the oligarchy's negative potential, including internal proponents promoting democratization through growing individual involvement in party decision-making (Haris, 2005). This should be formalized in the AD/ART; otherwise, it will become a rule of law that functions as a routine. Along with the party's statutes and by-laws, a new internal organizational code of ethics is needed, which will guide all members in dealing with disputes between parties in a democratic manner. Starting with a vehicle for self-disclosure by individuals outside the coalition about their level of enthusiasm for the policies of political parties. The presence of the board must be able to advance the goals and desires of its constituents. In this situation, the state's position is very important in maintaining a stable political environment. By establishing an honest and professional government, the opportunities for elite political parties to abuse their influence for personal gain will be reduced. This has the potential to work well if supported by the media. Press equality, press professionalism, and commitment to inform the wider community will be the press's response to the attitude or strategy adopted by internal policymakers of political parties.

b. Bureaucratic Barriers

Maintaining the implementation of bureaucratic reform is very important to achieving good governance. The 2010-2014 bureaucratic change phase results form the foundation for the next level of reform (2015-2019). Thus, the 2015-2019 bureaucratic reform results from the previous stages of bureaucratic reform. These various steps are detailed in a Road Map developed by various agencies. Strengthening includes continuously strengthening/updating favourable conditions, maintaining change, recognizing and resolving challenges, and expanding the scope of implementation of bureaucratic reform.

The impact on the administration of divided Government after the 2018 West Kalimantan gubernatorial election through an analysis using a theory based on driven theory. Visionary leadership from Nanus (1992) answered the second problem formulation as follows: Related to political obstacles and bureaucratic barriers to the administration of divided Government after the election of the Governor of Kalimantan West 2018, the Governor and Deputy Governor of West Kalimantan Province in making decisions will be determined by the political system in Indonesia. Depends on the power that lies in his position and the importance of political and community consensus in the Province of West Kalimantan. Other factors such as rationality, personality, and organization also affect regional heads' decisions. But the decision can also be compromised by the political environment, depending on the type of system in practice.

In this study, the researcher finds the impact of the political environment on leaders' decision-making, considering leaders in different political systems. The political environment is the most important factor influencing decision-making. The researcher analyzes factors such as the head of Government's power, clear agreement, political commitment, strategic decision making, leader personality, rationality, and the impact of interest groups. Important elements of the external environment that influence the head of Government include the political lobby, the judiciary, and the business sector. Regional Non-Governmental Organizations and Intergovernmental Organizations also influence regional heads' policy decision-making. In modern democracies, the bureaucracy should remain politically neutral and ensure that government decisions are implemented. In reality, the relationship between bureaucrats and political leaders is not always clear. In addition, the institutional design of the bureaucracy can greatly influence the central Government's policies. Bureaucratic human resources are undoubtedly his forte. It selects the information presented to the Governor and Deputy Governor of West Kalimantan Province and organizes it intelligently. Presenting a problem or possible course of action in a certain way structures leaders' decision-making. Neither organizational needs nor bureaucratic interests are fundamental policy determinants. The limits imposed according to standard operating procedures and policy directions are a function of the values of decision-makers.

The reality on the ground is that the bureaucracy has goals that are not in line with the elected Governor and Deputy Governor; often conflicting in government organizations are beliefs about how to achieve these goals. Furthermore, it is incomprehensible why the elected Governor and Deputy Governor, with all their powers, have to bargain with other officials in running the Government. Furthermore, the position of the bureaucracy can influence the decision-making process. The position determines the strength of the bureaucracy. Still, at the same time, one of the fundamental aspects in the bargaining process is the capability of the bureaucrat, the elected Governor and deputy governor must have intelligence, good networking communication, practice and implement democratic values correctly for the benefit of the community and carry out innovation innovations to

achieve the goal of realizing good and right governance. These are the researchers' findings that will explain the research findings of the "ANDI" model on the theoretical implications.

3.3 Theoretical Research Findings of the "ANDI" Model

In answering the research questions in Finding New Models for the Implementation of Split Government After the 2018 West Kalimantan Governor Election. Regarding the above description, the researchers found several findings after conducting several in-depth interviews with resource persons in conducting this research. This is an inspiration for researchers to describe the right model for divided leadership in West Kalimantan Province. The Research Model formulated by the researcher regarding the "ANDI" model, which means A (Agility), N (Networking), D (Democracy), I (Innovation), can be described in the researcher's arguments as follows:

a. Agility (Intelligence)

The intelligence to develop a culture of coordinating and communicating with each other in an integrated and harmonious manner and the intelligence to improve the work culture of the policy implementing apparatus to answer these challenges in building Theoretical Implementation can be explained that a regional-level Democracy process starts from the Regional Head Election in West Kalimantan Province.

The details found in the field indicate that there are dangers associated with holding the Pilkada, which will significantly impact the socio-economic life of the community. Specifically, elections that are not carried out optimally will lead to disputes between various parties, create an unfavourable, unstable environment, and hamper local political and economic processes. In terms of the leadership of West Kalimantan Province in building a post-election society, confrontation with acts of mass anarchism can affect decisions and progress and hinder resistance to the local economy, which is a weak and powerless population.

b. Networking (Strengthening political networks and bureaucracy)

The fact on the ground is that to avoid split leadership, the Governor and Deputy Governor of West Kalimantan must combine the basic theories of leadership with local wisdom. Social performance network, this is because West Kalimantan has unique social characteristics. So de facto, several things must be adjusted and adapted to the social and cultural character of the people of West Kalimantan. Political organizations sometimes have unwritten rules. These rules are what the organization members have agreed upon as a framework for how the organization will deal with political conflicts. However, the rules can also change and sometimes situational factors are more dominant when they occur on the field. Institutional performance networks are needed to build alliances with many parties. The Governor and Deputy Governor of West Kalimantan need to build an alliance long before the political conflict. Alliances are the best way to help each other ensure that nothing gets past the collective political radar of the Governor and Deputy Governor of West Kalimantan in leading the Government. Fostering relationships: Personal insight into stakeholders can help the Governor and Deputy Governor of West Kalimantan navigate the political landscape by giving them content into their personalities. This is useful in avoiding divided leadership. When the Governor and Deputy Governor of West Kalimantan are right, let stakeholders know the real facts. Don't be depressed when someone attacks the Governor and Deputy Governor of West Kalimantan. Instead, state facts and be proud of how the Governor and Deputy Governor of West Kalimantan handled the situation (organizational performance network).

c. Democracy

Understanding democracy allows one to understand the functional political structures better. The following are some of the agreements reached between the Governor of West Kalimantan and the Deputy Governor, and other stakeholders that will assist the Governor and Deputy Governor in avoiding divided leadership:

- a. Based on data: in government circles, data trumps any political agenda. While data drive the Governor and Deputy Governor of West Kalimantan, then the Governor and Deputy Governor of West Kalimantan rely on facts, which is the best method to avoid a divided leadership. Suppose the Governor and Deputy Governor of West Kalimantan are wrong. In that case, it is better to admit the mistake: When the Governor and Deputy Governor make mistakes, it is rare for them to admit their mistakes. But when they admit their guilt, it will defuse a politically charged situation instantly.
- b. Understanding Problems: In a politically charged environment, problems will lead to political leadership. Knowing the problems will allow the Governor and Deputy Governor of West Kalimantan to anticipate this and adjust accordingly.
- c. Actual information: most people will cover up truthful information because it might make them look bad. Don't worry about looking that bad, but make sure the Governor and Deputy Governor of West Kalimantan have the facts right. The Governor and Deputy Governor of West Kalimantan are trying to find out the truth about the situation. Always pay attention to the best interests of the Province of West Kalimantan.
- d. Helping the Community: By helping others, the Governor and Deputy Governor of West Kalimantan earn their trust and respect. The Governor and Deputy Governor of West Kalimantan also receive their gratitude which will be useful when the Governor and Deputy Governor of West Kalimantan need help and support from the community in running the Government.
- e. Find common ground: Commonality is where everyone in the situation can agree. There are some common points on which all parties will agree in almost every situation. Finding it will allow the Governor and Deputy Governor of West Kalimantan to reach critical political steps such as asking the parties involved, Executive, Legislative, and Judiciary, to agree on something. Agree to disagree: Sometimes, the situation will be chaos, so the only solution is to agree to disagree. This should be the last alternative for the Governor and Deputy Governor of West Kalimantan. Still, it is a powerful tool when the Governor and Deputy Governor of West Kalimantan are deadlocked.

d. Innovation

In committed to organizational innovation with the achievement of local government services. The success of the Governor and Deputy Governor of West Kalimantan is an empirical fact that can be understood and witnessed. Performance appraisal is focused on a competency model that prioritizes the current and potential skills of the current and potential Governor and Deputy Governor of West Kalimantan. The Governor and Deputy Governor of West Kalimantan results include mission performance and non-task performance (non-task performance or contextual performance). Outside the term of office, the leadership activities of the Governor and Deputy Governor of West Kalimantan are the hallmarks of their respective leadership practices.

This leadership behaviour is outside the formal requirements in their work, is independent and does not explicitly exist in existing work procedures and systems. The involvement of the Governor and Deputy Governor in voluntary activities is very important for the performance and effectiveness of their lead organizations. When candidates for Governor and Deputy Governor of West Kalimantan have fulfilled all the

requirements to become Governor and deputy governor and then are elected, they must be prepared with all risks to serve and carry out the duties of that position.

The administrative capacity of the Governor and Deputy Governor is one reason that contributes to the growth of the regions they lead. The Governor and Deputy Governor, who are active in designing effective business structures and making choices that add value to their lead regions, are the determining factors. The Governor and Deputy Governor are required to convey the success of their implementation to all company stakeholders through transparency reports prepared for each reporting cycle. The Governor and Deputy governor must have adequate administrative skills to effectively coordinate the areas of their responsibility. In carrying out their duties, both the Governor and the Deputy Governor are guided by certain standards of professional behaviour or an implied code of ethics. Every decision taken must represent the professional considerations of the Local Government in serving the city, not full of decisions. With techniques that aim to help. Their party. Governors and Deputy Governors must be supported by a corporate culture that values responsible decision-making. The municipalities they serve must have incentives to remain genuinely representative of the community. If this is done, the fragmented leadership of West Kalimantan Province can be stopped.

IV. Conclusion

Communication, Networking, and Personifying the Vision at the institutional and normative levels, the direct Pilkada in West Kalimantan Province is a positive development for the growth and consolidation of democracy. However, these systems and mechanisms need to be continuously refined and evaluated because there are still many weaknesses that are often counter-productive to the democratization process. The weaknesses above are often the triggers and root causes of social and political conflicts in the people of West Kalimantan Province. However, the source of this conflict is not only at the normative level, namely legislation, but also in the context of its implementation, which is often inconsistent and deviates from its basic purpose. Furthermore, according to the researcher, politicians and civil servants participate in policymaking but make different contributions. Civil servants bring facts and knowledge; politicians, interests, and values become a good division of labour. Both bureaucrats and politicians are involved in policymaking, and both are concerned with politics. But in reality, politicians articulate individuals' disorganized and broad interests, and bureaucrats mediate the narrow and focused interests of an organized central government. Bureaucrats and politicians are policymakers because they indirectly manage the government apparatus by implementing decisions; politicians are directly involved in policymaking activities. Attempts to apply a democratic leadership pattern. In the General Election system between DPRD and the Governor and Deputy Governor of West Kalimantan Province, each institution has the same legitimacy from the people. Therefore, the relationship or correlation between the leadership capabilities of the Governor and Deputy Governor of West Kalimantan Province with the political support of the DPRD will form a linear line, meaning that the higher the level of leadership capability of the Regional Head and the political support, the better the wheels of Government, development and social services will be. But on the contrary, the lower the leadership capability of the Governor and Deputy Governor of West Kalimantan Province and political support, the less good the wheels of Government, development and social services.

Impact on implementing a split government after the 2018 West Kalimantan gubernatorial election. Related to political obstacles and bureaucratic barriers to

implementing a split government after the 2018 West Kalimantan gubernatorial election, the governor and deputy governor of West Kalimantan province making decisions will be determined by the political system in Indonesia. Depends on the power that lies in his position and the importance of political and community consensus in the Province of West Kalimantan. Other factors such as rationality, personality, and organization also affect regional heads' decisions. But the decision can also be compromised by the political environment, depending on the type of system in practice. In this study, the researcher finds the impact of the political environment on leaders' decision-making, considering leaders in different political systems. The political environment is the most important factor influencing decision-making. The researcher analyzes factors such as the head of Government's power, clear agreement, political commitment, strategic decision making, leader personality, rationality, and the impact of interest groups. Important elements of the external environment that influence the head of Government include the political lobby, the judiciary, and the business sector. Local Non-Governmental Organizations and Intergovernmental Organizations also influence policy decision-making by regional heads. In modern democracies, the bureaucracy should remain politically neutral and ensure that government decisions are implemented. In reality, the relationship between bureaucrats and political leaders is not always clear. In addition, the institutional design of the bureaucracy can greatly influence the central Government's policies.

Bureaucratic human resources are undoubtedly his forte. It selects the information presented to the Governor and Deputy Governor of West Kalimantan Province and organizes it intelligently. Presenting a problem or possible course of action in a certain way structures leaders' decision-making. Neither organizational needs nor bureaucratic interests are fundamental policy determinants. The limits imposed according to standard operating procedures and policy directions are a function of the values of decision-makers. The reality on the ground is that the bureaucracy has goals that are not in line with the elected Governor and Deputy Governor; often conflicting in government organizations are beliefs about how to achieve these goals. Furthermore, it is incomprehensible why the elected Governor and Deputy Governor, with all their powers, have to bargain with other officials in running the Government.

Furthermore, the position of the bureaucracy can influence the decision-making process. The position determines the strength of the bureaucracy. Still, at the same time, one of the fundamental aspects in the bargaining process is the capability of the bureaucrat, the elected Governor and deputy governor must have intelligence, good networking communication, practice and implement democratic values correctly for the benefit of the community and carry out innovation to achieve the goal of realizing good and right governance.

The researcher's findings of the "ANDI" Model on the implementation of Split Government after the 2018 West Kalimantan gubernatorial election, which means A (Agility), N (Networking), D (Democracy), I (Innovation), can be described and interpreted by researchers as follows: (Intelligence in strengthening Political and bureaucratic networks in achieving the goals of democracy need an innovation, namely the Governor and Deputy Governor in leading must adjust the organizational culture of the West Kalimantan Provincial government in making decisions and always act honestly in serving the community. The Deputy Governor is leading the Province of West Kalimantan. The administration of a split government after the 2018 West Kalimantan gubernatorial election can be avoided. The ANDI model makes the solution for the provincial Government of West Kalimantan in carrying out the wheels of Government going forward.

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