Research Paper

Analysis of Strategic Leadership, Good Governance, and Government Leadership Transformation In Efforts To Handle Crisis During The Covid-19 Pandemic

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ABSTRACT: *The purpose of this study is to examine the related leadership strategies in crisis management efforts during the Covid-19 pandemic by looking at several aspects including: leadership strategy, governance and leadership transformation. This research is used to determine the crisis leadership model that Indonesia needs in dealing with crisis events caused by the Covid-19 pandemic and to provide recommendations for improvements from the implementation that has been carried out. This study used a qualitative descriptive design method with a case study approach. The data used are secondary data. Data collection techniques using literature studies where literature study is a technique / method that researchers use in collecting data. The data collection used the literature study method through reading sources such as journals, documentation books and articles related to the problem topics raised in this study.*
KEYWORDS: *Strategic Leadership, Good Governance, Government Leadership Transformation, Covid-19.*

I.   PRELIMINARY

Corona Virus Desease-19 (Covid-19) is a virus that is quite worrying in 2020 in all countries in the world (Phan, Nguyen, & al, 2020). Since January 2020, Corona Virus

Disease-19 (Covid-19) has infected more than 2,245,872 people worldwide (WHO, 2020). This significant spread has been felt by the whole world, including the State of Indonesia. The first case of Covid-19 in Indonesia was confirmed on March 2, 2020 (Rizaldi & Harirah, 2020). Until now, the number of confirmed cases of the Covid 19 virus has increased significantly. It was recorded that until January 20, 2021, the number of confirmed cases of Covid-19 was 927,380 (Source: Covid.go.id).

The spread of Covid-19 with a high level of significance requires more serious handling. The Covid-19 outbreak in Indonesia has shown a critical point that affects multi-dimensional aspects, namely in the social, political, economic and cultural fields (Rizaldi & Harirah, 2020). Until now, the Covid-19 pandemic has affected almost all aspects of human life, especially in terms of public health and economy (Hanita & Utomo, 2020). Based on data from the World Health organization (WHO), it is agreed to respond that the conditions caused by the Covid-19 pandemic are a crisis experienced by almost all countries globally (Hanita & Utomo, 2020). In crisis management, the leadership factor plays a very crucial role. As stated by Gene Klann in the book Crisis Leadership, senior leadership of an organization is the key before, during, and after a crisis. The qualities of a leader can determine the duration, severity, and final consequences of a crisis. Leaders are able to set the rhythm for crisis management by direct example and demonstrating expected behavior during a crisis situation.

Leadership according to Kenneth H. Blanchard (Wahjosumidjo, 1985) is the process of influencing the activities of a person or group in an effort to achieve goals in certain situations. Changes in communication technology and the development of community paradigms can change the patterns of leadership styles that have been applied before, society demands the application of a leadership style that is in accordance with the changes that are happening today. One option to solve this complex problem is to use a transformational leadership approach. As a change leader, we must be able to read the situation and map the various problems that occur in society. Leaders should not avoid problems but instead seek solutions to these problems (Guntoro, 2020). This

leadership model is a process which often combines charismatic leadership and visionary leadership (Northouse,2016).

During the Covid-19 pandemic, Indonesia was not only faced with the problem of changing its leadership structure, but was still faced with corruption cases. At the end of 2020, the corruption case that highlighted the greatest attention was the emergence of the corruption cases of the two ministers of the Jokowi era, namely the Minister of Fisheries, Edhy Prabowo and Minister of Social Affairs Juliari Batubara. Edhy Prabowo is involved in allegations of corruption related to the export license for lobster seeds. Meanwhile, Juliari Batubara is involved in allegations of corruption in the social assistance of Covid-19 (Source: CNN Indonesia). The large corruption of social assistance funds by Juliari Batubara, the former minister of social affairs (PDIP), adds to the long list of corrupt elites in the era of President Jokowi's administration. During the reign of President Jokowi, the number of officials who were caught penning people's money was categorized as the largest (Source: Eramuslim.com). According to (Anwarudin, 2006) it is explained that after making a breakthrough in eradicating corruption, the focus of government attention seems to be diverted to reform of the government bureaucracy. To be more successful, reforms should be carried out based on a grand strategy that includes the entire institutional system of government organizations.

The government is expected to form a commission for reforming the bureaucracy, whose main task is to formulate a reform policy. The transformation of the government bureaucracy is important to continue to be directed into a change from the old design which is less conducive to new designs that are more conducive to developing innovation, managing innovation and managing risk and integrating organizations to build collaboration and synergy. The transformation of the government bureaucracy is not just downsizing and procedural, but rather leads to work patterns, organizational culture and developed strategic values. The transformation of the government bureaucracy has a strategic role in increasing the competitiveness of the nation, where organizational transformation related to work culture and governance becomes a determinant factor that determines its competence or level of success (Rahadian, 2019).

Good governance in government is called Good Governance. Keping (2018) explains that good governance is active and productive cooperation between the state and its citizens. The key to its success lies in the power based on its political administration. When citizens have sufficient political power to participate in elections, policy making, administration and supervision, it will encourage a country with the aim of establishing the authority and public order of a State. Rahadian (2019) explained that good governance has become the main reference, especially in order to build effective collaboration between the 3 (three) main pillars, namely government, private sector, and civil society with carrying values such as transparency, accountability, participation, rule of law, and social justice.

Good governance is basically a concept that refers to the process of achieving decisions and their implementation that can be accounted for collectively. As a consensus that reached by the government, citizens and the private sector for governance in a country. Good Governance in Indonesia itself has really been initiated and implemented since the eruption of the Reformation era, where in that era there has been an overhaul of the government system which demands a clean democratic process so that Good Governance is one of the reform tools that must be applied in the new government. However, if we look at the development of reforms that have been running for 15 years, the implementation of Good Governance in Indonesia cannot be said to be fully successful in accordance with the ideals of the previous reforms. There are still many frauds and leaks in budget management and even corruption cases that occurred in Indonesia during the Covid-19 pandemic (Source: bulelengkab.go.id).

Based on this description, it can be concluded that the State of Indonesia is experiencing a crisis as a result of the Covid-19 pandemic, in handling it requires effective leadership to overcome it. So in this article the author will conduct a literary study to examine the strategies carried out by the government during the Covid-19 pandemic, governance carried out by the government and the transformation pattern of government leadership in dealing with crises during the Covid-19 pandemic and provide recommendations for improvements from the implementation that has been carried out.

II. THEORITICAL REVIEW

LEADERSHIP

There are three theories in Kartini Kartono's book (2016: 33) which explain the emergence of leaders as follows:

First, Genetic Theory states as follows: 1) Leaders are not made, but born leaders by natural talents that are extraordinary from birth. 2) He was destined to be born a leader in any particular situation and condition. 3) Philosophically, the theory adopts a deterministic view.

Second, Social Theory (as opposed to Genetic Theory) states as the following: 1) The leader must be prepared, educated and formed, not just born. 2) Everyone can become a leader through preparation and education efforts and is driven by his own will.

Third, Ecological or Synthetic Theory (emerged as a reaction from both theories) which states the following:

Someone will be successful as a leader if he is good already have these leadership talents, and talents was developed through experience and effort education; also in accordance with environmental / ecological demands. A leader is a person who has the ability and advantages, especially the strengths in one area, so that he is able to influence others to jointly carry out certain activities for achievement one multiple purpose. (Kartini Kartono, 1994: 181).

GOOD GOVERNANCE

Keping (2018) explains that good governance is active and productive cooperation between the state and its citizens. The key to its success lies in the power based on its political administration. When citizens have sufficient political power to participate in elections, policy-making, administration and supervision, it will encourage a country with the aim of establishing the authority and public order of a country. Muis (2020) explains that Good Governance is a fundamental right for citizens to their government. Good governance that is channeled through services for the community has the basic structure of the state constitution. Some important points from obtaining the right to good governance are the right to information, press freedom, environmental protection. In the journal (Keping, 2018) summarizes all perspectives on good governance, that there are six important things as follows:

Legitimacy

Legitimacy refers to the quality of a state in which social order and authority is voluntarily recognized and adhered to. Legitimacy has no direct relevance to laws and regulations, and from a legal standpoint something that is legal does not have to be legal. Only the authority and orders that a certain group of people really recognize are legitimate in political science. The higher degree of legitimacy will make the higher level of good governance. The main approach to achieve and increase legitimacy is to maximize the consensus and political identity possessed by citizens. Therefore, good governance requires the relevant administrative and administrative bodies to manage various conflicts of interest between citizens and the state to the maximum extent possible to obtain approval for their public administration activities.

Transparency

Transparency refers to the publicity of political information. All citizens have the right to information on state policies that are of their own interest, including legislative activities, policy making, legal provisions, policy enforcement, administrative budgets, public spending and other political related information.

Transparency requires that the aforementioned political information be communicated to citizens through various media in an appropriate manner so that they can participate in public policy making and oversee the public administration process effectively. The higher the degree of transparency will be the higher the level of good governance.

Accountability

Accountability is the responsibility of everyone for their own behavior. In public administration, refers specifically to tasks related to certain positions or institutions and related obligations. Accountability means that administrators and administrative bodies must fulfill the functions and obligations of the positions they hold. If they fail to fulfill their assigned function or task, or if they do so in an inappropriate manner, their behavior constitutes neglect or a lack of accountability. The more public accountability, especially public officials and administrative bodies, will be the higher the level of good governance. In this sense, good governance requires the use of laws and ethics to increase the accountability of individuals and institutions.

Rule of law

Basically, the rule of law means that the law is the highest principle in public political administration to which all government officials and citizens, all of whom must be equal before the law, must obey. The immediate objective of the rule of law is to regulate the behavior of citizens, regulate social affairs and maintain the normal order of social life, while the ultimate goal is to protect the basic political rights of citizens, including freedom and equality. In this sense, the rule of law is opposed to human rule because they both regulate the behavior of citizens and limit state behavior. It is the main enemy of the political autocracy. The rule of law is a basic requirement of good governance, which is not possible without a sound legal system, respecting the law or a legal social order.

Responsiveness

Responsiveness is closely related to the concept of accountability. In a sense, this is an extension of accountability. This means that public administrators and administrative bodies must respond to citizen demands in a timely and responsible manner, and are prohibited from making delays without cause or leaving problems unresolved without response. When necessary, they should proactively seek advice from citizens, explain their policies to them and answer their questions on a regular basis. The greater the level of responsiveness, will be the higher the level of good governance.

Effectiveness

This effectiveness refers to management efficiency. Effectiveness has two important meanings: a rational administrative structure, namely administrative procedures designed scientifically flexible administrative activities that are expected to minimize administrative costs. Administrative activities that are ineffective or inefficient are considered incompatible with good governance.

LEADERSHIP TRANSFORMATION

Increasing the competency of the bureaucracy (transformation) will strengthen the leadership of the State Government (Natakusumah, 2020). Government Leadership that has the support of the bureaucracy that has sufficient competence will strengthen the Government Leadership of a country in determining strategic responses that are able to mobilize all the strength of the nation in all parts of Indonesia. It is this nation-wide strength that will succeed in changing the reality of life in all fields today for the better (the effectiveness of strategic responses). The success in changing the reality of the life of the nation today will minimize the difference between the reality of life today and the vision. The success in minimizing the difference between the realities of life today and the vision of the State Government will develop the nation's increasingly large strength (creative tension / generative power). The growth and development of the nation's strength will further strengthen the leadership of the Government in increasing the success of changing the reality of life to the realization of the vision of the State Government towards the realization of the vision of the State and finally the realization of the vision of the Nation (Natakusumah, 2020).

The perspective of Bureaucratic Reform in the visionary leadership system of the State Government is what we need to develop. This systemic perspective will explain the dynamics of the process of interrelation of various factors that influence and determine the success of reform. The success of reform has strengthened leadership capabilities in order to improve the realities of life that are getting better gradually and sustainably leading to the realization of the Vision of State Government. The success of bureaucratic reform depends on the way we view and interpret bureaucratic reform as an integral part of the visionary leadership system in state administration.

III.   RESEARCH METHODOLOGY

Research that describes and analyzes a phenomenon or event that occurs to find principles and explanations, where these principles and explanations will lead to conclusions made by researchers. This study used a qualitative descriptive design method with a case study approach. The type of approach method used is a case study, which is a research that is only focused on a particular case which is then observed and analyzed carefully and thoroughly. This research focuses on one particular object that he studied as a case. In this study, the researcher examines a case related to the government's strategy in efforts to deal with the Covid-19 pandemic (Arikunto, 2007).

Sources of data taken by researchers are secondary data. Secondary data is data that is not obtained directly from the data source (Sugiyono, 2018). Secondary data can be in the form of other people's research, reviews and summaries. In this study, the data taken is literature data that explains the government's leadership strategy in handling the Covid-19 Pandemic. Data collection techniques in this study using literature study. Literature study is a technique / method that researchers use in collecting data. The data collection used the literature study method through reading sources such as journals, documentation books, articles related to the topics raised in this study. Melfianora (2019: 2) states that data collection using the literature study method does not require researchers to go into the field and conduct their research with the help of respondents.

Picture 1

**Sources of Data in Relation to
Qualitative Research Data**
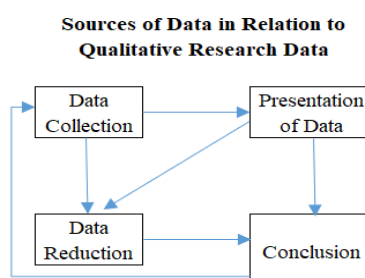
(Data Source, Sugiyono, 2018: 335)

This study follows the qualitative data analysis method of Miles and Huberman (1994) in general, there are three lines of qualitative data analysis, namely, data reduction, data presentation and conclusion drawing. Data reduction means summarizing, selecting the main points, focusing on the important points, looking for themes and patterns. Thus the data that has been reduced will provide a clearer picture, and make it easier for researchers to carry out further data collection.

This type of research is qualitative. Raco (2013) stated that qualitative research is a theoretical idea with techniques and procedures that reveal facts in depth to obtain full information. Bachri (et al, 1986) added that qualitative research is a type of Data presentation in qualitative research is carried out in the form of brief descriptions, charts and the like (Sugiyono, 2018: 339). The conclusion according to Miles and Huberman is that the initial conclusions put forward are still temporary, and will change if there is no strong evidence found to support it at the next data collection stage. But if the conclusions put forward at the initial stage are supported by valid and consistent evidence when the researcher returns to the field of collecting data, the conclusions can be said to be credible (Sugiyono, 2018: 243).

Qualitative research with the literature study technique is very vulnerable to data validity. Related to this, it is necessary to have tools or techniques that can make data that will be processed by researchers to increase its validity. In this study, researchers used triangulation to test the validity of the data. Triangulation is a technique or method used for research to obtain valid data using a dual approach. Bachri (et al., 1986) states that there are several types of triangulation, but what researchers use in their research is researcher triangulation. Researcher triangulation is a type of triangulation that uses more than one researcher to address a problem. In this case, the different point of view of each researcher is expected to strengthen the validity of the data.

IV.   RESULTS AND DISCUSSION

Corona Virus Desease-19 (Covid-19) is a virus that is quite worrying in 2020 in all countries in the world (Phan, Nguyen, & al, 2020). Since January 2020, Corona Virus Disease-19 (Covid-19) has infected more than 2,245,872 people worldwide (WHO, 2020). This significant spread has been felt by the whole world, including the State of Indonesia. The first case of Covid-19 in Indonesia was confirmed on March 2, 2020 (Rizaldi & Harirah, 2020). Until now, the number of confirmed cases of the Covid 19 virus has increased significantly. It is recorded that until January 20, 2021, the number of confirmed cases of Covid-19 is 927,380 (Source: Covid.go.id). In the context of crisis management, the leadership factor plays a very crucial role. As stated by Gene Klann in the book Crisis Leadership, the leader of an organization is the key before, during, and after a crisis. The qualities of a leader (leader) can determine the duration, severity, and final consequences of a crisis. The leader is able to set the rhythm of crisis management directly by modeling and demonstrating expected behavior during a crisis situation.

Based on (Source: Ekonomi Bisnis.com) in maintaining economic stability amid this pandemic, President Jokowi announced a number of policies. The following are policies taken by President Jokowidodo in overcoming the Covid-19 pandemic crisis:

Support for the Health Sector

Regarding support for the health sector, President Jokowi has provided a budget of IDR 75 trillion which will be used for protection of health workers, such as the procurement of personal protective equipment (PPE). The budget will also be used to purchase medical equipment needed, such as testing kits, reagents, ventilators, hand sanitizers, and others.

Monthly Medical Personnel Incentives

The government not only provides death benefits to medical devices, the government also provides other incentives. Among them consist of: IDR 15 million per month for specialist doctors, IDR 10 million for general practitioners, IDR 7.5 million for nurses, and Rp. 5 million for other health workers.

Social Protection

The government provides a budget for social protection. The social protection budget will be prioritized for beneficiary families. In addition, the State will also increase the number of basic food card recipients from the previous 15.2 million recipients to 20 million recipients. Assistance to card recipients are also increased by around 33 percent, from IDR 150,000 to IDR 200,000.

Electricity Tariff

The government will waive fees for 400 VA electricity customers for 3 months. President Jokowi added, "900 VA electricity customers will get relief in the form of a 50 percent discount during the same period. Currently, 7 million customers use 900 VA electricity. In addition, the government has added housing incentives for low-income people to IDR 175,000. The government also provides logistical support for basic necessities and necessities with a budget allocation of IDR 25 trillion".

Increase Pre-Employment Card Budget

The government took a policy to increase the Pre-Work Card budget from IDR 10 trillion to IDR 20 trillion. Meanwhile, the number of beneficiaries was set at 5.6 million people and prioritized informal workers as well as micro and small business actors. Each Pre-Employment Card has a benefit value of IDR 650,000 to IDR 1 million per month and will be given out over the next 4 months. This incentive is in the form of a training fee of IDR 1 million and a post-training incentive of IDR 600,000.

Economic Recovery

To restore the economy after the Covid-19 pandemic in Indonesia. The government will pay PPh 21 or income tax for workers in the manufacturing sector with a maximum income of IDR 200 million in one year. The government also exempts import PPh for 19 certain sectors. This is targeting Taxpayers for the Ease of Import for Export Purpose (KITE) and Taxpayers for Small and Medium Industry KITE. The government also deducts PPH 25 by 30 percent for certain sectors of KITE and Small and Medium Industry KITE taxpayers. The corporate income tax rate has also been reduced to 22 percent for 2020 and 2021 and to 20 percent starting in 2022.

Anticipate State Budget Deficit

President Jokowi explained that this Perppu was issued to anticipate the state budget deficit which is estimated to reach 5.07 percent. Therefore, the government needs relaxation of the APBN deficit policy of above 3 percent. However, deficit relaxation is only for 3 years, namely 2020 to 2022. After that or in 2023 the maximum fiscal discipline will return to 3 percent. "I hope for the support of the Indonesian Parliament, the Perppu which I have just signed will be promulgated and implemented as soon as possible, we will deliver. to the DPR RI to get approval into law, "Jokowi concluded.

KUR customers get Installment Relief

The government not only focuses on reducing income tax (PPh) and value added tax (VAT) for certain sectors, the government also seeks to protect small entrepreneurs. President Jokowi explained that the public can postpone the payment of principal and interest for all KUR [people's business credit] schemes that are affected by Covid-19 for 6 months.

Non-Fiscal Field

President Jokowi also conveyed a non-fiscal stimulus. This is to ensure the availability of goods needed, including industrial raw materials.

Refocusing and Shopping Relocation

The government continues to make efforts to maintain prudent fiscal management through refocusing and reallocation of spending for handling Covid-19, what the government has done is by making expenditure savings (K / L and TKDD expenditures) which are not prioritized according to changes in conditions in 2020 - so this is done savings of IDR 190 trillion and includes reallocation of reserves of IDR 54.6 trillion.

Set Up a Perppu

According to President Jokowi, after speaking with the Governor of Bank Indonesia, the Chairman of the OJK Commissioner, and the Head of LPS, the PERPPU which will be issued by the Government contains three important matters. First, policies and extraordinary steps (extra ordinary) in saving the national economy and financial system stability Second, through various relaxation related to the implementation of the 2020 State Budget, and finally strengthening the authority of various institutions in the financial sector. "PERPPU also

anticipates the possibility of a deficit which is estimated to reach 5.07 percent," said Jokowi. President Jokowi will immediately sign this Perppu (Source: Ekonomi.bisnis.com).

During the Covid-19 pandemic, Indonesia was still faced with several corruption cases. Where at the end of 2020 the corruption case that was highlighted the greatest attention was the emergence of the corruption cases of the two ministers in the era of President Jokowi's administration, namely Minister of Fisheries Edhy Prabowo and Minister of Social Affairs Juliari Batubara. Edhy Prabowo is involved in allegations of corruption related to the export license for lobster seeds or seeds. Meanwhile, Juliari Batubara is involved in allegations of corruption in the social assistance of Covid-19 (Source: CNN Indonesia). The large corruption of social assistance funds by Juliari Batubara, the former minister of social affairs (PDIP), adds to the long list of corrupt elites in the era of President Jokowi's administration. During the reign of President Jokowi, the number of officials who were caught penning people's money was categorized as the largest (Source: Eramuslim.com). According to Anwarudin (2006) it is explained that in the effort to eradicate corruption, the focus of government attention seems to be diverted to reform of the government bureaucracy. To be more successful, reforms should be carried out based on a grand strategy that includes the entire institutional system of government organizations.

In changing the behavior of bureaucratic leadership, it is necessary to transform the behavior of the leader. Gary Yukl in Leadership in Organization (1989), shows the character of transformative leadership which consists of: First, the focus of transformative leadership is first of all focused on the interests of his subordinates. So the leader brings the subordinates out of their downturn to a better condition. This effort is realized by policies that allow improvement. Second, transformative leaders seek to pay attention to ethical values. That is, the attention of transformative leaders is also related to improving the quality of morality and motivation of the subordinates they lead. Third, transformative leaders do not patronize, but activate followers to make innovations to rise from their downturn. Fourth, transformative leadership contains intellectual stimulation.

In a system like this the ruler's intention is to raise the awareness of his followers about concrete problems and to see them from a new perspective. So there is a kind of consistency. Fifth, transformative leadership enlivens dialogue at social strata through healthy political communication. This dialogue presupposes openness and a clear vision of a leader.

(Natakusumah, 2020) Efforts to prevent this threat are the consistency of the government in carrying out transformation in all areas of the life of the nation and state. Transformation of bureaucracy / public institutions is not sufficient to be limited to formal-structural, procedural aspects and increasing individual competence. Bureaucratic transmission must be systemic and cover especially aspects of institutional capacity and the transformation of noble values that underlie the foundations of the Republic of Indonesia which are manifested in the attitudes and behaviors of leadership and culture of every public institution. Such systemic bureaucratic transformation requires a learning process that will take a long time, therefore the commitment and responsibility of each bureaucratic leader to initiate and implement it in a sustainable manner will greatly determine its success. The bureaucratic transformation which was carried out as a whole has became the transformation of the Visionary Leadership System in State Governance. Such a transformation requires the support and commitment of the political elite so that this transformation is carried out in all public institutions in a sustainable manner. The support and commitment of the nation's political elites is important, especially because the success of every political decision in its implementation will ultimately be determined by the competence and culture of public institutions.

In this case the government is expected to form an umbrella for reform policies. The transformation of the government bureaucracy is important to continue to be directed into a change from the old design which is less conducive to new designs that are more conducive to developing innovation, managing innovation and managing risk and integrating organizations to build collaboration and synergy. The transformation of the government bureaucracy is not just downsizing and procedural, but rather leads to work patterns, organizational culture and developed strategic values. The transformation of the government bureaucracy has a strategic role in increasing the competitiveness of the nation, in terms of an institutional approach, where organizational transformation related to work culture and governance becomes a determinant factor that determines the competence of the level of success of a government (Rahadian, 2019).

Good governance in government is called Good Governance. (Keping, 2018) explains that good governance is active and productive cooperation between the state and its citizens. The key to its success lies in the power based on its political administration. When citizens have sufficient political power to participate in elections, policy making, administration and supervision, it will encourage a country with the aim of establishing the authority and public order of a State. (Rahadian, 2019) explained that good governance has become the main reference, especially in order to build effective collaboration between 3 (three) main pillars, namely government, private sector, and civil society by carrying out values such as transparency, accountability, participation, rule of law, and social justice. (Muis, 2020) in the results of his research concluded

that transparency in the good governance system in tackling the Covid-19 pandemic in various parts of the world is the key to the success of a number of governments in the world. Openness of information, accuracy of mobilization, coordination of central and regional governments, and solid community participation are core support for the implementation of effective public policies. Effective public policies will be able to become a national strategy that can reduce cases of Covid-19 transmission.

V.   CONCLUSION AND RECOMENDATION

Corona Virus Desease-19 (Covid-19) in Indonesia has shown a critical point that affects multi-dimensional aspects, namely in the social, political, economic and cultural fields. From these data and facts, WHO responds that the conditions caused by the Covid-19 pandemic are a crisis experienced by almost all countries. In the context of crisis management, the leadership factor plays a very crucial role. The efforts that have been made by the Government of Indonesia in maintaining economic stability in the midst of this pandemic include: support for the health sector, monthly incentives for medical personnel, social protection, electricity tariffs, increasing the pre-employment card budget, economic recovery, anticipating the APBN deficit, KUR customers getting installment relief, non-fiscal sector, refocusing and relocation of expenditure, preparing a Perppu.

During the Covid-19 pandemic, Indonesia was still faced with corruption cases. At the end of 2020, the corruption case that highlighted the greatest attention was the emergence of the corruption cases of the two ministers in the era of President Jokowi's administration. In efforts to eradicate corruption, it seems that the focus of government attention needs to be shifted to reforming the government bureaucracy. To be more successful, reforms should be carried out based on a grand strategy that includes the entire institutional system of government organizations. To change the behavior of bureaucratic leadership, it is necessary to transform the behavior of the leader. Gary Yukl in Leadership in Organization (1989), shows the character of transformative leadership which consists of: First, the focus of transformative leadership is first of all focused on the interests of his subordinates. So the leader brings the subordinates out of their downturn to a better condition. This effort is realized by policies that allow improvement. Second, transformative leaders seek to pay attention to ethical values. That is, the attention of transformative leaders is also related to improving the quality of morality and motivation of the subordinates they lead. Third, transformative leaders do not patronize, but activate followers to make innovations to rise from their downturn. Fourth, transformative leadership contains intellectual stimulation. In a system like this the ruler's intention is to raise the awareness of his followers about concrete problems and to see them from a new perspective. So there is a kind of consistency. Fifth, transformative leadership enlivens dialogue at social strata through healthy political communication. This dialogue presupposes openness and a clear vision of a leader.

The transformation of the government bureaucracy has a strategic role in increasing the competitiveness of the nation, where organizational transformation related to work culture and governance becomes a determinant factor that determines its competence and success. Good governance is active and productive cooperation between the state and its citizens. The key to its success lies in the power based on its political administration. When citizens have sufficient political power to participate in elections, policy making, administration and supervision, it will encourage a country with the aim of establishing the authority and public order of a State. Good governance has become the main reference, especially in order to build effective collaboration between the 3 (three) main pillars, namely government, private sector, and civil society by carrying out values such as transparency, accountability, participation, rule of law, and social justice. (Muis, 2020) in the results of his research concluded that transparency in the good governance system in tackling the Covid-19 pandemic in various parts of the world is the key to the success of a number of governments in the world. Disclosure of information, accuracy of mobilization, coordination of central and regional governments, and solid community participation are core support for the implementation of effective public policies. Effective public policies will be able to become a national strategy that can reduce cases of Covid-19 transmission.

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