

Optimizing Public Services: Reconstructing the Discordant Relationship between Local Leaders to Foster Harmony (A Case Study of Indonesia)

Ayler Beniah Ndraha

Nias University, Gunungsitoli, Indonesia, aylerbeniahndraha@unias.ac.id

ABSTRACT

The position of the deputy regional head is often seen as only a complement to the regional government structure, where the position of the deputy regional head is not taken into account often due to the lack of duties and authority in the role given to the deputy regional head. The position of the deputy regional head is not strictly regulated in the law. No. 23 of 2014 concerning Regional Government. This causes the duties and powers of the Deputy Regional Head to become less clear and is often seen as only a complement or a complementary symbol of the regional government structure and this has a great impact on increasingly disharmonious relations between the Regional Head and the Deputy Regional Head, especially in the administration of government. This research methodology uses normative analysis techniques, which involves examining the law and linking it to the symptoms of the electoral process. This research is qualitative in nature, the data collection process involves a literature study, which includes gathering information from books, journals, laws and regulations, and other scientific works that are considered relevant to research. This study aims to investigate the optimization of public services by reconstructing disharmony relationships between heads regions and deputy heads in Indonesia, with a focus on increasing harmony between the two. To achieve the desired harmony, things such as open communication, intense collaboration, and the formation of a solid team must be carried out. By building a harmonious relationship, regional heads and deputy heads can work more efficiently, make better decisions, and implement more targeted policies. This will improve the quality of public services, improve the image of local government, and increase public trust in the government.

Keywords: optimizing public services, reconstructing, discordant, relationship, local leader, foster harmony

I. INTRODUCTION

Regional Government is the spearhead of service to the community. The spirit of autonomy brings a breath of change from every segment of people's lives for the sake of equitable and widespread prosperity. The scope of

regional government tasks is currently expanding with the distribution of functions and authority of the central and regional governments supported by a public space approach that recognizes increasingly widespread government conditions. Therefore, this position brings an urgency to the presence of a regional head assisted by a deputy regional head in an autonomous region. According to Rahmat, B. (2022) in his research "Renewal of Public Sector Organizations in the Perspective of Regional Government" said that the implementation of central and regional government, must have the principles of decentralization, deco centralization, and co-administration.

In the context of the relationship between the Regional Head and his Deputy, Law No. 23 of 2014 concerning Regional Government is deemed to have failed in harmonizing the relationship between the two, thereby disrupting the stability of governance in the region. Hermala (2019) in her research entitled "Societal Attitudes Against Disharmony of Regional Heads and Deputy Regional Heads (Study in Kemiling District, Bandar Lampung City)" explained that there were several factors that caused Law Number 23 of 2014 to be deemed a failure in building harmony between stakeholders in regional government includes weak implementation, conflicts of interest between the central and regional governments, ambiguity in the division of authority, regulatory conflicts, and a lack of coordination and communication between the two parties. To improve this situation, it is necessary to evaluate, improve coordination, and improve the implementation of the law. Based on this, it is necessary to revise the Law, including the one that regulates how the deputy regional head should be elected, so as not to create local government instability.

The position of the deputy regional head is often seen as only a complement to the regional government structure, where the position of the deputy regional head is not taken into account often due to the lack of duties and authority in the role given to the deputy regional head. The position of Deputy Regional Head is not strictly regulated in Law No. 23 of 2014 concerning Regional Government. This causes the duties and powers of the deputy regional head to become less clear and is often seen as only a complement or a complementary symbol to the regional government structure. and this has had a major impact on increasingly disharmonious relations between regional heads and deputy regional heads, especially in the administration of government.

This is made worse by the weak representative position. First, the deputy position assists and makes the regional head successful in leading the region, carrying out certain tasks, and replacing the regional head if he is unable to do so. Labobo (2020) in his research on "Dyfunctions of the Role of Deputy Regional Heads in the Dynamics of Regional Head Relations in Indonesia" states that the position of deputy regional head often does not have the same authority as the regional head in making important decisions in the administration of regional government. This shows that the position of the deputy regional head is weak, the duties of the deputy regional head depend on the tasks assigned by the regional head, so that if the regional head does not ask for assistance from his deputy, the deputy regional head is not functional.

On the other hand, the deputy regional head will report all his duties to the regional head considering that the deputy regional head is responsible to the regional head. In addition to not regulating the function of the deputy regional head in the constitution, even in Article 66 and article 67 of Law Number 23 of 2014 concerning

Regional Government it only regulates the duties and obligations of the Deputy Regional Head, nothing regulates the authority of the Deputy Regional Head. However, the article ignores the fact that the deputy regional head is an integral entity who is directly elected by the people and is responsible for managing the regional government. In addition, because the duties and powers of representatives are general in nature, regional heads have full power (Rhamadani, 2022), which in turn causes the representatives to feel unsure about how to act. When they leave as candidates for regional head, the regional head must maintain relations with representatives and provide opportunities for them in accordance with the political contract. Third, there is no signal indicating that the deputy regional head is working effectively or not.

The principle of subordination states that deputy regional heads are responsible to regional heads when carrying out their duties. The details of the duties of the deputy regional head do not include the authority required to carry them out. The content of authority as a consequence of carrying out tasks is the second subject of conflict between regional heads and deputy regional heads. Depending on the verb, the deputy regional head has many duties, including assisting, monitoring, coordinating, following up, executing, pursuing, evaluating, and providing advice. If there is no clear division of authority between regional heads and deputy regional heads, the implementation and responsibilities of various tasks will become unclear. This enjoyment is mainly related to the activity of deciding.

If the regional head opposes the deputy regional head's decision, his authority will be lost. Therefore, Law Number 23 of 2014 concerning Regional Government, the position of deputy regional head is very limited and is based on the wishes of the regional head. There are no regulations or laws governing how the tasks given will help him, only as a complement. If the superior is unable to carry out his duties, either temporarily or permanently, the deputy regional head can act as a substitute for the regional head. The unhealthy relationship between the two leading the government resulted from this circumstance. This is corroborated by Ramdhani's statement (2022) in his research which analyzes the regulation of the authority of officials acting as interim regional heads in terms of the principle of legal certainty.

According to the researchers, clear boundaries of authority between regional heads and their deputies must be re-conceptualised. Conversely, the responsibility of a regional leader will be reduced by the presence of a representative. The researcher argues that the things that are taken into consideration are not appropriate if the stigma that the deputy regional head has to be removed.

Law Number 23 of 2014 has few provisions regarding the duties and powers of Deputy Regional Heads and does not explain the position of deputy regional heads in this law. Article 63 paragraph (1) states that "the regional head as referred to in Article 59 paragraph (1) may be assisted by the deputy regional head. The word "can" in the article indicates the unclear position of the deputy regional head, because it can have two meanings, namely the regional head may be assisted by deputy regional heads or regional heads do not need the assistance of deputy regional heads in regional administration tasks.

The duties and authorities of deputy regional heads can be seen in article 66 of Law Number 23 of 2014. Thus, the regulations regarding the duties and powers of deputy regional heads in this law are very minimal. This can be a source of problems that can cause tension between the regional head and the deputy regional head. The role of the deputy regional head is only seen as an assistant and advisor to the regional head, with no guarantee that the deputy regional head's opinion or input will be heard.

The law presents a less significant role for deputy regional heads. The deputy regional head is considered only as a substitute and assistant to the regional head. The absence of clear boundaries regarding powers and duties in this law results in an imbalance of political power in decision making. Only regional heads have absolute power in making policies, while deputy regional heads only provide input that is often ignored (Khusnutdinov, 2020).

In this summary, it can be seen that until now the law governing deputy regional heads has not undergone significant changes in terms of position, duties and authority. Deputy regional heads are still underestimated, so there is no significant change in the authority of deputy regional heads. The deputy regional head only assists the duties and powers of the regional head, without clear boundaries regarding the duties and powers they have. The role that is emphasized and indicated in the law is as an assistant to the regional head who does not have independent policies, because policies are only taken by regional heads.

Therefore, it is necessary to carry out this research which will show that reconstructing the inappropriate relationship between regional heads and deputy heads is an important step towards optimizing public services in Indonesia. Public services can become ineffective and inefficient if there is a discrepancy between the two. We can improve the quality of public services provided to the community by increasing harmony through open communication, intense collaboration, and building a solid team. This study helps practitioners and policy makers improve public services in Indonesia by reconstructing the inappropriate relationship between regional heads and deputy regional heads.

II. THEORETICAL REVIEW

In the dynamics of governance, a harmonious relationship between regional heads and deputy regional heads is very important to optimize public services (Kovshov, 2022). This theoretical review explores the factors that lead to disharmonious relations between regional heads and deputy regional heads in Indonesia. In addition, this review also proposes a strategy to reconstruct these disharmonious relationships in order to improve harmony and delivery of public services, with a focus on the case study of the Nias Islands.

A. The Importance of Harmonious Relations in Public Administration

1) The Role of Harmonious Relationships in Effective Governance

It is very important for effective governance to have a harmonious relationship between regional heads and deputy regional heads (Syafhira, 2022). When they work together, they can help each other make strategic decisions, plan public policies, and carry out government programs more efficiently. This harmonious relationship

can also create a co-opted work environment. When the relationship between regional heads and deputy heads goes well, they are more likely to share information, opinions, and their experiences with one another. This can help them make better decisions because they have a better understanding of the issues facing each other.

In addition, good relations between deputy heads and regional heads also have an impact on how their relationships with employees and other government staff members work. This was revealed by Yulisa (2022) in her research entitled "Performance of Deputy Regional Heads in the Implementation of Regional Government". Yulisa revealed that the result of disharmony between regional heads and deputy regional heads had an impact on public services. When regional heads and deputy heads work together, they set a good example and create a positive work environment. This can motivate and inspire government staff to perform better, maintain their morale, and improve public services.

In effective governance, the role of regional heads and deputy heads is very important. This relationship affects the performance of government as a whole and the quality of public services provided to the community. Therefore, it is important for regional heads and deputy heads to build and maintain this relationship to achieve common goals.

2) *Implications of Disharmonious Relations for the Delivery of Public Services*

Disharmonious relations between regional heads and deputy heads can have a significant negative impact on the delivery of public services (Sumarto R. H, 2019). This disharmony can disrupt cooperation, impede the flow of information, and affect the effectiveness of implemented government policies and programs. When the relationship between regional heads and deputy heads is not harmonious, the decision-making process can become difficult and complicated. Conflicts, disputes, and tension between the two can hinder effective communication. This can result in delays or even cessation of decision-making that is important for the progress of public services. In addition, this disharmony can also create uncertainty in government policies and programs,

The impact of disharmonious relations can also be seen in the performance of government staff and employees. A tense and inharmonious work environment can interfere with their motivation and enthusiasm for work. Government employees may feel trapped in conflicts between regional heads and deputy heads, which in turn affects the quality of service they provide to the public. A lack of coordination and cooperation between regional heads and deputy heads can also lead to ambiguity in tasks and responsibilities, hindering staff's ability to work efficiently.

In addition, the disharmonious relationship between regional heads and deputy heads can also affect people's perceptions of local government (Yoonpyo Hong & Jisu Jeong, 2023). Conflicts and disputes that occur between them can create political instability and reduce public confidence in government performance. This can reduce people's satisfaction with the public services they receive and create uncertainty in implemented policies and programs.

In conclusion, disharmony between regional heads and deputy heads can have a significant negative impact on public service delivery. Therefore, it is important to improve this relationship in order to achieve effective

cooperation, improve communication and create a harmonious work environment. This will contribute to improving the quality of public services and community satisfaction with local governance.

B. Factors Causing Disharmonious Relations between Regional Heads and Deputy Regional Heads

1) *Political Differences and Competition for Power*

One of the factors that can lead to disharmonious relations between regional heads and deputy heads is political differences and competition for power. Each individual in a leadership position tends to have different political views and interests. When regional heads and deputy heads have different political affiliations, different approaches to managing government can arise. Political differences can include differences in ideology, public policies that are promoted, or strategic views on certain issues. If the regional head and deputy head have conflicting political views, this can result in conflict and tension in strategic decision-making. Both parties may compete in pushing for policies or programs that suit their respective political visions. In addition, competition for power can also affect the relationship between regional heads and deputy heads. The two parties may have different political ambitions and aspirations as well as the desire to expand their influence and power (Prabaswari, 2023). This competition can generate rivalry and mutual distrust between them, hindering productive cooperation.

In the context of political differences and competition for power, it is important to find a middle way and build constructive cooperation between regional heads and deputy heads. Measures such as open dialogue, mediation, and recognition of common interests can help overcome existing political differences. Understanding that the main goal is public service and community welfare can be the basis for reaching agreements and compromises that benefit all parties.

In terms of competition for power, it is important for regional heads and deputy heads to have awareness that their aim should not merely be to gain power, but to advance the interests and welfare of the people. Richard Neustadt (1990) is an American political scientist who studies leadership and political power. According to him, competition for power between regional heads and deputy heads can have a positive impact if they have a cooperative relationship. Neustadt stated that effective regional heads and deputy heads are those who can build mutually beneficial and complementary relationships, so as to be able to achieve common goals. Putting public interest ahead of personal ambition can help reduce conflict and create more harmonious and productive relationships. In order to deal with political differences and competition for power, regional heads and deputy heads need to uphold the principles of inclusive leadership, mutual respect, and orientation towards public service. In doing so, they can work together to address challenges and advance the interests of the communities they serve.

2) *Lack of Communication and Collaboration*

Lack of communication and collaboration is another important factor that can lead to disharmonious relations between regional heads and deputy heads. Effective communication and good collaboration are a strong foundation in building harmonious relationships and ensuring optimal public services. Ginting in his book entitled

"Ethics of Communication Between Private Parties" says that communication strategy holds an important key in building communication between the parties involved and mutually beneficial. Accordingly, when regional heads and deputy heads fail to communicate effectively, misunderstandings and ambiguity can arise. Information that is not timely or incomplete can interfere with the mutual understanding between the two on important issues.

In addition, the lack of collaboration between regional heads and deputy heads can hinder their ability to work together in overcoming challenges and achieving common goals. When there is no strong collaboration, the resources and competencies possessed by both may not be utilized efficiently. This can result in weaknesses in planning and implementing government policies, programs and projects. To overcome the lack of communication and collaboration, it is important for regional heads and deputy heads to establish effective communication channels. This can include regular meetings, discussion forums, or the use of information technology that allows them to share information and thoughts quickly and efficiently (Dewi et al, 2023). In addition, it is also important to create an environment that supports collaboration,

Building a culture of open communication and listening to each other is also an important step. Cooper believes that open communication and mutual listening are important foundations for building transparent and accountable local government. By facilitating good information flow between local government and citizens, a culture of open communication can help avoid misunderstandings, increase public participation, and promote government accountability. Regional heads and deputy heads must be prepared to listen to each other's opinions and input and respect differences of opinion. By communicating effectively and carrying out constructive collaborations, regional heads and deputy heads can strengthen their relationship, optimize public services, and achieve better common goals.

3) *Conflicts of Interest and Conflicting Agenda*

Conflicts of interest and conflicting agendas between regional heads and deputy heads can be one of the factors causing disharmonious relations between the two. Each individual in leadership has different priorities and interests, depending on their background, political goals, or personal aspirations. This is in line with research conducted by Daulay (2023) in a study entitled "The Role of the Protocol in Supporting the Success of the Performance of Regional Heads of North Padang Lawas Regency". Daulay revealed that the position of a leader in an organization has a very strategic role and function on whether the organization is progressing or not. Therefore, the presence of a leader must be able to be a solution in organizational development, then the leader must have a very broad discipline and be able to stand upright in any circumstances against the development of the organization. Adaptive leaders are able to see challenges and opportunities before they occur, then position the organization to achieve its best goals. This means that an adaptive leader is required to be able to collaborate between abilities, abilities, skills, which are very effective in all places, environments and circumstances.

Organizational conflict is something that is certain to happen and cannot be avoided. However, the presence of a leader is required to be able to resolve conflicts that occur in the organization. then positions the organization to achieve its best objectives. This means that an adaptive leader is required to be able to collaborate between

abilities, abilities, skills, which are very effective in all places, environments and circumstances. Organizational conflict is something that is certain to happen and cannot be avoided. However, the presence of a leader is required to be able to resolve conflicts that occur in the organization. then positions the organization to achieve its best objectives. This means that an adaptive leader is required to be able to collaborate between abilities, abilities, skills, which are very effective in all places, environments and circumstances. Organizational conflict is something that is certain to happen and cannot be avoided. However, the presence of a leader is required to be able to resolve conflicts that occur in the organization.

Conflicts of interest can arise when regional heads and deputy heads have conflicting or mutually obstructing agendas. For example, a regional head may have a focus on infrastructure development and economic development, while a deputy head may promote social service improvements and community welfare. When these two agendas collide, conflict can arise.

In addition, differences in political interests and different political support can also be a source of conflict between regional heads and deputy heads. Both of them may come from different political parties or interest groups, and they may have different political agendas (Zainul, 2021). This can generate tensions and disputes over decision-making or policy implementation. To overcome conflicts of interest and conflicting agendas, it is important for regional heads and deputy heads to adopt an inclusive and solution-oriented approach. They need to be willing to listen to and understand each other's views and interests. Through open dialogue and constructive negotiations, they can find common ground and create mutually beneficial agendas.

In addition, it is also important to consider the interests of the community as a top priority. Regional heads and deputy heads need to remember that their job is to serve and promote the welfare of the community. By focusing on the public interest and prioritizing common interests, they can reduce conflict and achieve a broader vision for regional progress.

Apart from that, building mutual respect and trust between regional heads and deputy heads is also important. By building good relationships, supporting each other, and understanding each other, they can work synergistically and overcome conflicts that may arise. By overcoming conflicts of interest and conflicting agendas, regional heads and deputy heads can build more harmonious and effective relationships in achieving common goals in public service.

C. Reconstructing Disharmonious Relations between Regional Heads and Deputy Regional Heads

1) *Improving Communication and Collaboration Mechanisms*

This section discusses strategies for improving communication and collaboration mechanisms between regional heads and deputy heads in order to reconstruct disharmonious relations. Improving effective communication and collaboration is an important step to improve relations and achieve optimal public services. Here are some points that can be elaborated on:

a) Strengthening Communication Channels:

Efforts are needed to strengthen communication channels between regional heads and deputy heads. This can be done through regular meetings, discussion forums, or regularly scheduled coordination meetings. Good communication will enable them to exchange information, understand each other's views, and find solutions together (Ferdinan, 2023).

b) Facilitating Open Dialogue:

In order to improve disharmonious relations, it is important to encourage open dialogue between regional heads and deputy heads. This dialogue must take place in a conducive atmosphere, where both parties can express their opinions, concerns and aspirations openly (Defano & Razita, 2023). An inclusive approach that respects differences of opinion will help achieve better understanding.

c) Establishing a Joint Working Team:

Forming a joint working team between regional heads and deputy heads can enhance collaboration between them. This team can be responsible for coordinating government programs and projects, monitoring progress, and addressing issues as they arise. Through good teamwork, regional heads and deputy heads can work synergistically and achieve better results.

d) Taking a Participatory Approach:

Involving staff and team members in decision-making and planning can strengthen communication and collaboration. Opening space for their opinions, listening to their ideas, and providing opportunities to contribute will increase motivation and a sense of ownership of the efforts being made. A participatory approach can also promote solid teamwork.

e) Encouraging Knowledge and Experience Exchange:

Regional heads and deputy heads can learn from each other's experiences and knowledge (Yulisa, 2022). Exchanging information, both through formal and informal meetings, can help them get to know each other better and understand each other's perspectives. This knowledge and experience exchange will enrich the quality of collaboration and decision-making.

By improving communication and collaboration mechanisms, regional heads and deputy heads can build better relationships, support each other, and be effective in improving public services.

2) *Setting Shared Goals and Vision*

This section will discuss the importance of setting shared goals and visions between regional heads and deputy heads in order to reconstruct disharmonious relations. By having the same goals and vision, regional heads and deputy heads can direct their efforts in synergy and strengthen their partnerships. Here are some points that can be elaborated on:

a) Identification of Common Goals and Visions:

First of all, regional heads and deputy heads need to jointly identify and define goals and visions to be achieved. These goals and visions must be relevant to the needs and aspirations of the people of the Nias Islands. This process involves intense dialogue and discussion between regional heads and deputy heads to reach a mutual agreement.

b) Strategic Priority Setting:

Once the goals and shared vision are set, the next step is to determine the strategic priorities that must be achieved to achieve those goals. Regional heads and deputy heads need to carry out a careful assessment of the needs and potential of the region, as well as identifying problems that must be resolved. By setting clear priorities, regional heads and deputy heads can allocate resources efficiently and focus on the most important aspects.

c) Division of Duties and Responsibilities:

Furthermore, regional heads and deputy heads need to carry out a clear division of tasks and responsibilities to achieve common goals. Each individual must know the role and contribution that is expected of them and understand how these tasks are interrelated and support each other. With a clear division of tasks, regional heads and deputy heads can work effectively in achieving common goals.

d) Periodic Monitoring and Evaluation:

To ensure the achievement of common goals, regional heads and deputy heads need to carry out periodic monitoring and evaluation of the progress that has been achieved. Through an objective evaluation, they can evaluate the successful implementation of programs and policies, and identify the changes needed. Periodic monitoring and evaluation will allow regional heads and deputy heads to make improvements and adjustments as needed (Zainuddin, 2021).

e) Communication and Commitment:

Open communication and strong commitment are essential in keeping shared goals and visions relevant and achievable. Regional heads and deputy heads need to continuously communicate with each other to ensure there is a common understanding of common goals, as well as to build mutually supportive trust and commitment. Strong commitment from both parties will strengthen collaboration and motivate to achieve the desired results.

By setting shared goals and visions, regional heads and deputy heads can direct their efforts in a coordinated manner, strengthen collaboration, and improve the quality of public services.

3) Promoting Mutual Respect and Trust

This section discusses the importance of promoting mutual respect and trust between regional heads and deputy heads in order to reconstruct disharmonious relations. Building a relationship of mutual respect and trust will strengthen teamwork and increase the effectiveness of public services. Here are some points that can be elaborated on:

a) Respect for Differences:

Regional heads and deputy heads need to respect each other's differences in opinions, experiences and backgrounds. Accepting and respecting different viewpoints creates an inclusive environment and builds trust.

b) Open and Honest Communication:

It is important for regional heads and deputy heads to communicate openly and honestly with each other (Ferdinan, 2023). Sharing information transparently and not hiding things that are important will help build trust. Honest communication also creates awareness of goodwill and strengthens team relationships.

c) Respect for Competence and Contribution:

Each individual in leadership has different competencies and contributions. It is important for regional heads and deputy heads to respect each other's competencies and contributions. Mutual respect for each other's abilities and involvement as well as providing recognition and appreciation for the roles and contributions given will build mutual trust and strengthen relationships on an ongoing basis.

d) Avoiding Personal Conflicts:

To promote mutual respect and trust, regional heads and deputy heads need to avoid personal conflicts that can damage relationships. Putting the public interest first and managing differences wisely will help maintain a professional and mutually supportive relationship. To promote mutual respect and trust, regional heads and deputy heads need to avoid personal conflicts that can damage relations. This is important because personal conflicts between regional heads and deputy regional heads can affect their performance in administering regional government. In addition, personal conflicts can also affect the relationship between regional heads and deputy regional heads with the community and other parties involved in administering regional government.

e) Building Trust through Mutual Success:

Trust can be strengthened through mutual success. By achieving common goals and providing good results in public services, regional heads and deputy heads can build trust in each other and also the community. Hardiyansyah revealed that building public trust is a visible success that will strengthen motivation and collaboration in achieving bigger goals.

By promoting mutual respect and trust, regional heads and deputy heads can build strong, mutually supportive, and effective relationships in achieving public service goals.

4) *Strengthening Conflict Resolution Mechanisms*

This section discusses the importance of strengthening conflict resolution mechanisms between regional heads and deputy heads in order to reconstruct disharmonious relations. Conflicts that are not resolved properly can undermine teamwork and hinder the progress of public services. Therefore, strengthening conflict resolution mechanisms is an important step. Here are some points that can be elaborated on:

a) Building a Culture of Dialogue:

It is important for regional heads and deputy heads to build a culture of dialogue that is open and constructive. Encouraging open discussion of differences of opinion, concerns and issues that have arisen will help in identifying root causes and finding common solutions. This is in line with research by Aldiano, HN (2019). About "Joko Widodo and Jusuf Kalla's Government Policies in an Effort to Build Dialogue for the Resolution of the 2014-2019 Papuan Vertical Conflict". In his research, Aldiano revealed that constructive dialogue can help understand the interests of all parties involved in the conflict.

b) Mediation and Collaborative Approach:

In conflict resolution, mediation and collaborative approaches can be used. Engaging a neutral third party to help facilitate dialogue, find points of agreement, and reach mutually beneficial compromises can help defuse conflict and build more harmonious relationships.

c) Prioritizing the Public Interest:

In conflict resolution, it is important to always put the public interest first. Regional heads and deputy heads must view conflict as an opportunity to improve public services and achieve common goals. should focus on the interests of society will help in finding solutions that can meet larger needs (Sawir, 2019).

d) Adopt a Win-Win Approach:

In conflict resolution, finding a win-win solution is the desired goal. This approach will ensure that the interests and needs of regional heads and deputy heads can be met in a balanced way, thereby creating balance and fairness in their working relationships. According to Lim (2022) in a win-win solution, all parties work together to find solutions that meet their interests and needs in resolving problems or conflicts that occur. This involves open communication, mutual understanding, and a willingness to reach an agreement that is fair and beneficial to all parties. This approach can be used in a variety of contexts, including business, personal relationships, politics, and conflict resolution.

e) Evaluation and Learning:

After the conflict has been resolved, it is important to carry out evaluation and learning. Looking back at the conflicts that occurred and the process of their resolution will help identify conflict patterns that might arise in the future. By learning from experience, regional heads and deputy heads can improve conflict resolution mechanisms and prevent similar conflicts from happening again.

By strengthening conflict resolution mechanisms, regional heads and deputy heads can better deal with and resolve differences, as well as build more harmonious and productive relationships in improving public services.

III. RESEARCH METHODS

This study's methodology employs a normative analysis technique, which involves examining the law and connecting it to the symptoms of the electoral process. Additionally, because this research is qualitative, the

process of gathering data involved a literature study, which involved gathering information from books, journals, legislation, and other scientific works that were thought to be relevant to the investigation.

IV. RESEARCH RESULT AND DISCUSSION

This study aims to investigate the optimization of public services by reconstructing the disharmony relationship between regional heads and deputy heads in Indonesia, with a focus on increasing harmony between the two. The following are the results of research and discussion regarding relevant findings:

A. Identification of Disharmony Factors between Regional Heads and Deputy Regional Heads

In this study, the identification of the factors that influence the disharmonic relationship between regional heads and deputy heads in Indonesia is carried out. Some of the factors identified as the cause of disharmony between the two include:

1) *Differences in Vision and Objectives:*

Deputy heads and regional heads often have different goals and visions regarding managing regional governance. These differences may include different public policies, development priorities, or the way they address certain issues. Regional heads and deputy heads can be involved in conflicts and tensions due to the incompatibility of these goals and visions.

2) *Political Ambition:*

Excessive political ambition can lead to disagreements between regional leaders and their representatives. Internal competition and conflict of interest often occur because of excessive political goals. Disharmony can arise due to the efforts of both parties to achieve their respective political goals.

3) *Differences in Leadership Styles:*

Tensions and disagreements can occur because deputy heads and regional heads differ in how to manage. Everyone has a different approach to making decisions, communicating, and managing local government. If their leadership approaches conflict or don't understand each other, this can hinder cooperation and lead to disagreements.

This research provides a better understanding of the sources of disharmony between regional heads and deputy heads. The recognition of these factors is an important basis for developing strategies and actions to reconstruct their relationship to increase harmony and improve public services in Indonesia.

B. The Impact of Disharmony on Public Services

In this research, the impact of disharmony between regional heads and deputy heads on public services in Indonesia is also examined. The following are some of the impacts that can occur as a result of disharmony between the two:

1) Ineffective Decision Making:

A situation where the deputy head and regional head cannot work well together can hinder the decision-making process. Differences in vision and goals, political ambitions, and conflicts of interest can hinder decision making and influence public policies that are made. This can cause the government to take longer to respond to issues that are important to society.

2) Inefficient Implementation of Policies:

Disagreements between deputy heads and regional heads can also affect the implementation of public policies. Overlapping in the implementation of policies or even errors in implementation can occur if the two do not work together and work well together. This can lead to inefficient use of time and resources, which can undermine the public services provided.

3) Poor Coordination in Public Services:

Regional heads and deputy heads may not work well together. This can hinder effective coordination in the provision of public services. The lack of integration between government units responsible for public services can occur due to a lack of good communication between the two. This can lead to poor quality services, delayed responses, and a mismatch with societal needs.

In this case, this study emphasizes how important it is for regional heads and deputy heads to work together to improve efficient public services. Local governments can focus more on improving the quality of services to the people and ensuring better policy implementation by reducing the negative effects of inequality.

C. The Importance of Reconstructing Disharmonized Relationships

This study emphasizes the importance of reconstructing the disharmonic relationship between regional heads and deputy heads as an important step in optimizing public services in Indonesia. Here are some reasons why reconstructing the relationship is important:

1) Improve Collaboration:

Deputy heads and regional heads can build better relationships. The two leaders can make better decisions by working together, sharing information, and learning from each other. This will help improve the efficiency and effectiveness of the implementation of public service programs and policies.

2) Increase Efficiency:

When the regional head and his deputy do not work well together, this can disrupt public services. By reconstructing the relationship, overlapping tasks and responsibilities can be reduced, and policy implementation and decision-making can be smoother. This will reduce the number of wasted resources and wasted time, as well as increase the efficiency of public service delivery.

3) Improving the Quality of Public Services:

Deputy heads and regional heads can work together to improve public services with good relations. Local governments can work together to meet community needs through open communication and good coordination.

4) *Improving the Image of Local Government:*

If the regional head and his deputy do not work well together, it can make the community view the local government badly. However, reconstructing this relationship can show that they are committed to improving public services and that they work well together. This will increase public trust and satisfaction with local government performance.

Local governments can improve public services by reconstructing the inappropriate relationship between regional heads and deputy heads. To achieve the desired harmony, things like open communication, intense collaboration, and building a solid team must be carried out.

D. Strategies to Increase Harmony

This study suggests several methods to increase collaboration between regional heads and deputy heads in an effort to improve public services in Indonesia. Some of the relevant strategies are as follows:

1) *Building Open Communication and Discussion:*

It is important for regional heads and deputy heads to maintain open communication. This can be achieved through regular meetings, discussion forums and effective lines of communication. Opening up space for both to listen to each other, share views and try to understand each other will help overcome disagreements and enhance cooperation.

2) *Intensive Collaboration in Policy Planning and Implementation:*

In terms of policy planning and implementation, regional heads and deputy heads must work well together. Involving both parties in decision-making processes, policy discussions, and program implementation will make them more involved and ensure that decisions are made in the best interest of all.

3) *Building a Solid Team with Competent Staff:*

Building a solid team with competent and professional staff can help create a harmonious working environment between regional heads and deputy heads. High-quality staff will be able to assist the two leaders in carrying out their duties effectively and help them work well together.

4) *Fostering Mutual Respect:*

Mutual respect and appreciation for each other's contributions will help create a mutually supportive work environment between deputy heads and regional heads.

Regional heads and deputy heads must be committed to implementing this strategy, as well as the entire team and staff involved. If implemented consistently, the relationship between them will be improved, which will have a positive impact on the public services provided to the community.

V. CONCLUSIONS

In order to improve public service delivery in Indonesia, it is important to create a discordant network of relationships between the country's top officials and its citizens to increase overall harmony among them. The effectiveness, efficiency, and quality of the public assistance provided to the population are significantly impacted by the partnership between the two leaders. A critical issue in the construction of this partnership is addressing the factors that contribute to disharmony, such as differences in goals and objectives, political ambitions, and differences in leadership-related sexual orientation. Collaboration, choppy communication, and clear roles are important strategies that can be used to improve harmony between the leaders of a region and its citizens.

By building harmonious relationships, regional heads and deputy heads can work more efficiently, make better decisions, and implement more targeted policies. This will improve the quality of public services, improve the image of local government, and increase public trust in the government. One of the important steps that must be taken to create government that is effective, efficient and responsive to the needs and expectations of the community is to reconstruct the inappropriate relationship between regional heads and deputy heads in the context of an ideal public service.

REFERENCES

- Abustan, A. (2022). Implementation of Democracy and Legitimacy of Acting Regional Heads in Indonesia. *Indonesia Law Reform Journal*, 2(3), 274-287.
- Aldiano, HN (2019). Policies of the Government of Joko Widodo and Jusuf Kalla in Efforts to Build Dialogue for the Resolution of the Vertical Conflict in Papua in 2014-2019 (Doctoral dissertation, Faculty of Social and Political Sciences).
- Dewi, F., Ruaidah, R., ;& Ajrin, SS (2023). Effort to develop young generations with high-integrity character Community Empowerment.
- Evando, Y. et al. (2022). The Performance of Deputy Heads of Regions in the Implementation of Regional Government (Study in Tulang Bawang Regency).
- Faakhira, R. (2022). Analysis of Authority Arrangements for Acting Acting Officers of Temporary Regional Heads in View from the Principle of Legal Certainty (Doctoral dissertation, University of Muhammadiyah Malang).
- Gasela, MM (2021). Strategy implementation in South African public entities between 2006 and 2016: Does leadership impact on performance during strategy implementation?
- Hadi, SR (2019). Transactional Leadership for Public Leadership Study of Regional Head Transactional Leadership. *Vocational*, 2019, 2.1: 547042.
- Hannah. A. & Ulfatun, NF (2021). Insights of the Archipelago in Solving National Cultural Conflicts. *Journal of Global Citizen. Scientific Journal of Citizenship Education Studies*, 10(2), 40-48.
- Hermala, EP (2019). Community Attitudes Towards Disharmony of Regional Heads and Deputy Regional Heads (Study in Kemiling District, Bandar Lampung City).
- Hong, Y, & Jeong, J. (2023). A study on the discretionary acts of local government and local government heads: focusing on accounting irregularities. *International Review of Public Administration* 28 (1), pp. 1-18, Informa UK Limited, ISSN 1229-4659. DOI 10.1080/12294659.2022.2161269
- Hutton, G., Gold, E., & Connor, P (2020). *Offenses and Powers Relating to Information*. Blackstone's Police Manuals Volume 4: General Police Duties 2021, Oxford University Press Publishers
- Ingravallo, I., & Ruccia, R., (2022). Solidarity Among Member States of Regional Organizations as a Development of the Good Faith Principle
- Khusnutdinov, FG (2020). Implementation of the Social Welfare State Principle in Carrying out Legal Regulation on a Regional Level.
- Kovshov, MA (2022). Networked political communication by heads of constituent entities of the Russian Federation and regional executive authorities

- LIM, T., et al. (2022). Analysis of the Influence of Negotiation and Conflict Management in the Shipping Industry (Study at PT. Lautan Lestari Permata). *YUME: Journal of Management*, 2022, 5.3: 22-27.
- Malleleang, Arif, AM, et al. (2022). Resolution of Conflicts of Belief in Religious Tolerance in Multicultural Societies in Indonesia. *Journal of Education And Development*, 10(3), 183-192.
- Muhadam, L. (2020). Dysfunction of the Role of Deputy Regional Heads in the Dynamics of Relations between Regional Heads and Deputy Regional Heads in Indonesia. *Journal of Election Justice*, 1.3: 29-42.
- Grace, B. (2022). Renewal of Public Sector Organizations in the Perspective of Local Government. *Journal of Education and Counseling (JPDK)*, 4(5), 8390-8395.
- Rana, SK (2022). Disharmonization of Relations Between Regional Heads and Regional Representatives Councils in Administration for the 2016-2021 Period in Jember Regency, East Java Province (Doctoral dissertation, Institute of Domestic Administration).
- Razita, T. D, MN, & Oza, R. (2023). Conflict Management and Conflict Handling Efforts in Educational Organizations in Schools. *World Inspiration: Journal of Education and Language Research*, 2(3), 206-218.
- Satya, FY (2023). Political Communication Model Mak Rini and Makdhe Rahmat Success Team in the 2020 Blitar Regency Regional Head Election. University of Muhammadiyah Malang.
- Sawir, M. (2019). Overview of the Functions of Government Bureaucracy in Indonesia. *Papua Review: Journal of Administration and Governance Science*, 3(1), 208-221.
- Tanty, DL (2022). The Role of the Protocol in Supporting the Success of the Performance of the Regional Head of North Padang Lawas Regency. Medan Area University.
- Zainul, J., & Yusuf. W. (2021) Political Conflict Between the Governor and DPRD DKI Jakarta in the Process of Determining the 2015 Regional Budget. *Populist: Journal of Social and Humanities*.