

Sabilulungan as local wisdom value sustainability plan after the change of leadership in Bandung Regency

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ABSTRACT

The leadership of the Regent Dadang Mochamad Naser for two periods, namely the first period in 2010-2015 and the second period in 2016-2021, used the value of local wisdom "Sabilulungan." Each leader will have a new leadership style in carrying out the organization's activities. The value of Sabilulungan's local wisdom as a spirit in carrying out the wheels of development in Bandung Regency has led Bandung Regency to accelerate development in all fields. It has attracted the attention of researchers to examine in more depth the plan for the sustainability of the implementation of the value of Sabilulungan local wisdom in the implementation of public services after the change of leadership. This research approach is a qualitative approach using a case study method. The research paradigm used is the constructivism paradigm. The results of this study found that the leadership change in Bandung Regency adopted and modified the Sabilulungan values that had been applied to the previous leadership. The renewal and improvement of the vision and mission of Sabilulungan to Bedas is an attempt to continue development in Bandung Regency. Leadership changes occurred, but the value of the local wisdom of Sabilulungan will remain eternal as a cultural value for the people of Bandung Regency. The change of value in the new vision and mission to Sabilulungan, which has been with the people of Bandung for a decade, will require a communication effort that starts from scratch. It is necessary to manage the delivery of value messages and media management that is planned and measurable so that the Bedas value can be accepted as an updated value in Bandung Regency.

Keywords: Sabilulungan; public service; leadership; local wisdom value; sustainability plan

Rencana keberlanjutan nilai kearifan lokal sabilulungan pasca pergantian kepemimpinan Kabupaten Bandung

ABSTRAK

Kepemimpinan Bupati Dadang Mochamad Naser selama dua periode, yaitu periode pertama tahun 2010-2015 dan periode kedua tahun 2016-2021 menggunakan nilai kearifan lokal "Sabilulungan". Setiap pemimpin akan memiliki gaya kepemimpinan yang baru dalam menjalankan roda aktivitas organisasinya. Nilai kearifan lokal Sabilulungan sebagai spirit dalam menjalankan roda pembangunan di Kabupaten Bandung, mengantarkan Kabupaten Bandung pada akselerasi pembangunan di semua bidang. Hal ini menarik perhatian peneliti untuk mengkaji lebih mendalam mengenai rencana keberlanjutan implementasi nilai kearifan lokal Sabilulungan dalam penyelenggaraan pelayanan publik, pasca pergantian kepemimpinan. Pendekatan penelitian ini adalah pendekatan kualitatif menggunakan metode studi kasus. Paradigma penelitian yang digunakan adalah paradigma konstruktivisme. Penelitian ini menggunakan teori interaksi simbolik. Hasil dari penelitian ini menemukan pergantian kepemimpinan Kabupaten Bandung mengadopsi dan memodifikasi nilai Sabilulungan yang telah diterapkan pada kepemimpinan sebelumnya. Pembaruan dan perbaikan visi misi dari Sabilulungan menjadi Bedas merupakan usaha untuk melaksanakan kelanjutan pembangunan di Kabupaten Bandung. Pergantian kepemimpinan terjadi, namun nilai kearifan lokal Sabilulungan akan tetap abadi sebagai nilai budaya bagi masyarakat Kabupaten Bandung. Dibutuhkan pengelolaan penyampaian pesan nilai dan pengelolaan media yang dikelola dengan terencana dan terukur agar nilai Bedas tersebut dapat diterima sebagai pembaruan nilai di Kabupaten Bandung.

Kata-kata Kunci: Sabilulungan; pelayanan publik; kepemimpinan; nilai kearifan lokal; rencana keberlanjutan

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Submitted: January 2022, **Revised:** April 2022, **Accepted:** April 2022, **Published:** August 2022

ISSN: 2528-6927 (printed), ISSN: 2541-3678 (online). Website: <http://jurnal.unpad.ac.id/profesi-humas>

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INTRODUCTION

Indonesia is a nation which rich in local cultural values. Many local cultural values embraced by the Indonesian people can be adopted in various contemporary contexts, including in the administration of government. One area trying to adopt the value of Sundanese local wisdom culture into the government is Bandung Regency under the leadership of Regent Dadang Mochamad Naser, commonly called Kang Daser for two periods, namely the first period in 2010-2015 and the second period in 2016-2021. The value of Sundanese local wisdom is known as “Sabilulungan.”

In the first period of Dadang Naser’s administration as Regent of Bandung Regency from 2010-2015, the efforts to bring the value of Sabilulungan local wisdom into government bureaucratic spaces were reflected in the vision’s preparation and Mission of the Bandung Regency Government. As stated in the Bandung Regency Regional Regulation No. 11 of 2011 concerning the 2010-2015 Regional Medium-Term Development Plan (RPJMD), the Bandung Regency Government’s vision for 2010-2015, as outlined in the 2010-2015 RPJMD, is the achievement of: “The Realization of an Advanced, Independent and Competitive Bandung Regency, through Good Governance and Consolidation of Rural Development,

Based on Religion, Culture, and Environmental Insight.”

This can be seen from the vision, especially the cultural aspect and its explanation, that good Sundanese cultural values have been embedded and become the identity of the people of Bandung Regency, so it is important to continue to grow and be expanded so that they can take part together in building Bandung Regency. Furthermore, Bandung Regency Regional Regulation Number 11 of 2011 explains that in Sundanese culture, the term is known as “Sabilulungan.”

The sustainability of implementing the spirit of Sabilulungan local wisdom values in carrying out the wheels of development in Bandung Regency was also carried out by Dadang Naser in the second period of his reign from 2016-2021, which was also seen in the vision of his government in the second period, namely: “Consolidating an Advanced, Independent Bandung Regency and Competitiveness, through Good Governance and Synergy in Rural Development, Based on Religious, Cultural and Environmental Insight.”

The basic difference between the visions of the first and second periods lies in the initial word; if in the first period the initial word is “realized,” then in the second period, the initial word is “establish.” The formulation and explanation of the main points of the vision

remain the same. So that the spirit of the local wisdom values of Sabilulungan also continued in the second period of the Bandung Regency administration under the Regent of Dadang Naser.

The value of Sabilulungan local wisdom is also reflected in the 2016 Regional Development Work Plan (RKPD) for Bandung Regency as a follow-up to Bandung Regent Regulation No. 23 of 2015 the 2016 Regional Development Work Plan for Bandung Regency. The RKPD is the initial planning document for the 2016-2021 RPJMD period. At the beginning of the document, it is written about the targets and priorities to be achieved to realize the improvement of the quality of development that is environmentally sound and the improvement of the regional economy that competes with the noble values of "Sabilulungan."

The speed of increasing the highest HDI is evidence of hard work and requires very high dedication to realizing development in Bandung Regency under the leadership of Dadang Naser. The Development Plan contains a plan for bureaucratic reform, calls for the application of 'good governance' principles in general and, in particular, increased oversight and accountability of civil servants; management and institutional restructuring; better human resource management; and improvement of services provided to the community (McLeod,

2008). In the reform process, a development requires several well-thought-out plans regarding bureaucratic reform, principles of good governance, supervision and accountability, and management. Of course, some things that are needed cannot be designed and carried out immediately; cooperation and reciprocity of all related elements must achieve the goals and results of fast and superior reforms. This can be seen from the joint efforts of Sabilulungan to build the Bandung Regency.

The value of Sabilulungan's local wisdom as a spirit to run the wheels of development in Bandung Regency has led Bandung Regency to speed up development in all fields. Referring to data from the Bandung Regency Statistics Research Agency (BPS), Bandung Regency's HDI for almost nine years under the leadership of Dadang Naser has continued to increase every year from 2010 until the latest data in 2019; even in that period, the HDI of Bandung Regency was always above the average HDI of West Java Province, even above the National HDI.

Based on this, the uniqueness of this case is the use of Sabilulungan, which is the local wisdom value that was originally the tagline of the 2010 Bandung Regency Election, which led to Dadang Naser being elected as the Regent of Bandung Regency, but in the end, it was realized that it was explicitly included in the

Table 1 West Java Regency/City HDI Data for 2010-2019

Provinsi/Kabupaten/ Kota	[Metode Baru] Indeks Pembangunan Manusia									
	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Jawa Barat	66.15	66.67	67.32	68.25	68.80	69.50	70.05	70.69	71.30	72.03
Bogor	64.35	64.78	65.66	66.74	67.36	67.77	68.32	69.13	69.69	70.65
Sukabumi	60.69	61.14	62.27	63.63	64.07	64.44	65.13	65.49	66.05	66.87
Cianjur	58.58	59.38	60.28	61.68	62.08	62.42	62.92	63.70	64.62	65.38
Bandung	67.28	67.78	68.13	68.58	69.06	70.05	70.69	71.02	71.75	72.41
Garut	60.23	60.55	61.04	61.67	62.23	63.21	63.64	64.52	65.42	66.22
Tasikmalaya	60.21	61.05	61.69	62.40	62.79	63.17	63.57	64.14	65.00	65.64
Ciamis	64.64	65.48	66.29	67.20	67.64	68.02	68.45	68.87	69.63	70.39
Kuningan	64.40	65.04	65.60	66.16	66.63	67.19	67.51	67.78	68.55	69.12
Cirebon	63.64	64.17	64.48	65.06	65.53	66.07	66.70	67.39	68.05	68.69
Majalengka	62.30	62.67	63.13	63.71	64.07	64.75	65.25	65.92	66.72	67.52
Sumedang	66.04	66.16	67.36	68.47	68.76	69.29	69.45	70.07	70.99	71.46
Indramayu	60.86	61.47	62.09	62.98	63.55	64.36	64.78	65.58	66.36	66.97
Subang	63.54	64.21	64.86	65.48	65.80	66.52	67.14	67.73	68.31	68.69
Purwakarta	64.93	65.51	66.30	67.09	67.32	67.84	68.56	69.28	69.98	70.67
Karawang	64.58	65.21	65.97	66.61	67.08	67.66	68.19	69.17	69.89	70.86
Bekasi	67.58	68.66	69.38	70.09	70.51	71.19	71.83	72.63	73.49	73.99
Bandung Barat	61.34	62.36	63.17	63.93	64.27	65.23	65.81	66.63	67.46	68.27
Pangandaran	-	-	-	64.73	65.29	65.62	65.79	66.60	67.44	68.21
Kota Bogor	71.25	71.72	72.25	72.86	73.10	73.65	74.50	75.16	75.66	76.23
Kota Sukabumi	67.94	68.67	69.74	70.81	71.19	71.84	72.33	73.03	73.55	74.31
Kota Bandung	77.49	78.13	78.30	78.55	78.98	79.67	80.13	80.31	81.06	81.62
Kota Cirebon	70.74	71.49	71.97	72.27	72.93	73.34	73.70	74.00	74.35	74.92
Kota Bekasi	76.77	77.48	77.71	78.63	78.84	79.63	79.95	80.30	81.04	81.59
Kota Depok	76.66	76.96	77.28	78.27	78.58	79.11	79.60	79.83	80.29	80.82
Kota Cimahi	73.76	74.41	74.99	75.85	76.06	76.42	76.69	76.95	77.56	78.11
Kota Tasikmalaya	66.58	67.18	67.84	68.63	69.04	69.99	70.58	71.51	72.03	72.84
Kota Bnajar	66.81	67.15	67.53	68.01	68.34	69.31	70.09	70.79	71.25	71.75
Indonesia	66.53	67.09	67.70	68.31	68.90	69.55	70.18	70.81	71.39	71.92

Source : Badan Pusat Statistika, 2020

Regional Medium-Term Development Plan (RPJMD), Regional Development Work Plan (RKPD), and other important documents, as well as being able to make Bandung Regency progress in terms of development.

The official benchmarks or indicators which

are used to measure the progress of a region's development in Indonesia include measuring the Human Development Index (HDI), Economic Growth Rate (LPE), Poverty Rate, and Open Unemployment Rate as an illustration of the success of fair development. HDI measures the

extent to which people can access development. HDI explains how the population can access the results of development in obtaining income, health, education, and so on.

The HDI of the Bandung Regency in 2019 was 72.41 and is the second-highest HDI among other regencies in West Java after Bekasi Regency. The following is a complete table of West Java Regency/City HDI data for 2010-2019 and the national average HDI table 1.

Based on the table above, it can be seen that there has been an increase in Bandung Regency's HDI over the last nine years by 5.13 points; even in that period, the Bandung Regency's HDI was always above the West Java Province and even National HDI average. Every development effort is always directed at expanding employment and business opportunities so that the population can benefit directly from development. Seeing the progress of development indicator data over the last nine years, the value of local wisdom of Sabilulungan as a spirit in running the wheels of development in Bandung Regency shows a fairly good increase and makes Bandung Regency an area that is considered for the portrait of development in West Java Province. Appreciation for the acceleration of development during this period is also evidenced by the many awards and awards received by the Bandung Regency Government. There are over 100 types of

awards or recognitions on a regional, national and international scale.

These awards include, for three years in a row from 2011-2013, getting "Adiupaya Puritama" from the Minister of Public Housing of the Republic of Indonesia for the Development of Housing and Settlement Areas for the Regency Category. Then, the "Swasti Saba," "Swasti Saba Padapa," "Swasti Saba Wiwerda," and "Swasti Saba Wistara" awards from the Indonesian Ministry of Health as Healthy Regency for five consecutive years, 2015-2019. Furthermore, it also won an award that is very prestigious for the achievement of a regional government, namely the Regional Development Award (PPD) as the first rank of the Regional Government for compiling the best development planning document for the regency level category of West Java Province in 2019.

The cultural approach, in this case, Sundanese culture with its tagline Sabilulungan, has long been used by Dadang Naser in his political movements, both during his campaign to become a member of the Level II Regional People's Representative Council (DPRD) in Bandung Regency in 2004-2009, and the Regional People's Representative Council (DPRD) Level I in West Java Province in 2009-2014. The term "Sabilulungan" has been inflamed since the 2010 Bandung Regency

Election campaign, which led to Dadang Naser being elected Regent of Bandung Regency.

The award that was considered the most phenomenal was getting an Unqualified Opinion (WTP) from The Audit Board of the Republic of Indonesia (BPK) on the Regional Government Financial Reports (LKPD) of the Bandung Regency Government for three consecutive years, 2016-2018. The WTP hat-trick is an achievement as a manifestation of one of the development missions of the Bandung Regency, namely creating good governance.

Besides the award, another indicator of success that has been achieved is the poverty rate in Bandung Regency, which is lower than the national poverty rate and the poverty rate of the Province of West Java. The poverty rate in Bandung Regency is 6.65 percent, West Java is 7.25 percent, and the national is 9.66 percent. As for the open unemployment rate, Bandung Regency is lower than the province at 8.17 percent and the national level at 5.34 percent.

The success of this achievement cannot be separated from the successful implementation of the value of local wisdom sabilulungan in public services to realize the principles of good governance in the Bandung Regency. The success of the development in Bandung Regency cannot be separated from the components involved, namely the government, the private sector, the community, academia,

and the media, who also have an understanding and internalization of the value of Sabilulungan local wisdom in every activity and collaboration between stakeholders.

In 2020, there was a change of leadership, so the uniqueness is increasing in connection with the transition of the leadership baton. Every leader will have a new leadership style in carrying out the wheels of his organization's activities. This has also attracted the attention of researchers to examine more deeply related to the plan for the sustainability of implementing the value of Sabilulungan local wisdom in implementing public services after the change of leadership (Rusmulyadi & Hafiar, 2018).

In Mead's work entitled *Mind, Self, and Society*, there are three concepts in a theory of symbolic interactionism, which contain: the human mind (mind), and social interaction (self), which are used to interpret and mediate society (society) (Ardianto, 2016). The value of "Sabilulungan" as a government organizational culture in Bandung Regency, the Sabilulungan concept will have different meanings depending on who or how to view the Sabilulungan concept. As a philosophy of Sundanese local wisdom, the Sundanese individuals may interpret differently from those who are not Sundanese and will bring up with different ways of interacting and behavior.

Likewise, the Bandung Regency

government apparatus and the community as service recipients, and the private sector as government partners also interpret it differently. Actors believe in reality itself. Because the actor believes that it is real, the actor believes it to be true. For example, when the actor interprets the concept of Sabilulungan as a culture of cooperation, the actor assumes that, in fact, Sabilulungan is a culture of cooperation. Vice versa.

In the study's context of the Sabilulungan philosophy as the value of local wisdom adopted as the spirit of governance, this research contributes to the development of the study of the value of local wisdom, especially the value of local wisdom of the Sundanese people as a noble value that can be used as a cultural value of organizations, especially government organizations. Thus, this research can develop a study of the culture of government organizations based on local wisdom.

The case study approach used in this research allows the depth of the results of the study related to understanding the cultural values of government organizations, revealing the role of leadership and how leadership communication is carried out, which is not so visible on the surface; thus the categories compiled have academic authenticity and depth.

RESEARCH METHOD

The approach of this research is a qualitative approach using the case study method. A qualitative approach by looking at the problem as a unified and holistic (holistic) unit, connecting each functional variable and understanding its essence, and also highlighting the transformation, implementation, and sustainability plan of the Sabilulungan local wisdom value in implementing public services in the Bandung Regency Government.

A qualitative approach is an approach to constructing knowledge statements based on a constructive perspective (for example, meanings derived from individual experiences, social and historical values, intending to build certain theories or patterns of knowledge). Or based on a participatory perspective (for example, orientation towards politics, issues, collaboration, or change), or both (Creswell, 2010).

The method used is the case study method as described by Robert E. Stake in his book *The Art of Case Study Research*. The case study is a research strategy in which the researcher carefully investigates a program, event, activity, process, or group of individuals. Cases are limited by time and activity, and researchers collect complete information using various data collection procedures based on a predetermined

time (Ikhwan et al., 2001).

The most important role of the case study researcher is the translator (Weaver-Hightower, 2018). His vision of this role is not as a discoverer of external reality but also as a builder of a clearer view of the phenomenon under study through explanation and description.

That a case study is a series of scientific activities carried out intensively, in detail and depth about a program, event, and activity, both at the individual level, a group of people, institutions, or organizations, to gain in-depth knowledge of the event. Usually, the selected events hereinafter referred to as cases are real-life events, which are currently ongoing, not something that has passed.

It can be interpreted that researchers collect data, including experiences and present conditions, and also how the environment of the subject. In seeking a solution to important problems, the researcher will need the smallest units. Research in government organizations is carried out to illustrate the benefits of case studies, namely to gain knowledge and help to reveal and examine as deeply as possible how the Bandung Regency Government, under the leadership of Dadang Naser, in the process of transformation and implementation of the value of local wisdom Sabilulungan in the administration of public services in Bandung Regency Government and to realize

the principles of good governance and the sustainability of implementing Sabilulungan in the administration of public services in Bandung Regency Government by collecting complete, confidential, scientific data and obtained from various parties involved.

During the development of modern public administration, Dadang Naser could see the great potential of the Sabilulungan local wisdom value if applied to the government. Dadang Naser, as the Regent of Bandung Regency, brought the Sabilulungan local wisdom value into the spaces of the government bureaucracy, which was reflected in the vision's preparation and Mission of the Bandung Regency Government that led to an increase in the Bandung Regency HDI which was always above the average HDI of the West Java Province and even nationally and also earned over 100 types of awards or recognitions both regionally, nationally and internationally.

The research paradigm used is the constructivism paradigm, using the case study method. The constructivist paradigm sees social reality as a social construction created by individuals who are free of human beings. Individuals become determinants in the social world that is constructed based on their will, which most times has the freedom to act outside the control limits of their social structures and institutions. In the social process, humans are

creators of social reality that are relatively free in their social world.

This study uses a constructivist paradigm. This paradigm views social science as a systematic analysis of socially meaningful action through direct and detailed observation of the social actors concerned with creating, maintaining, and managing their social world. The constructivist paradigm is the antithesis of the notion that puts observation and objectivity into discovering a reality or science. Patton opines that constructivist researchers study the various realities constructed by individuals and the implications of these constructions for the lives of these individuals and other individuals (Patton, 2002).

Whereas in constructivism, each individual has a unique experience. Therefore, studies with strategies like this suggest that every way an individual perceives the world is valid and the need to respect the individual views. This study explores how to plan for the sustainability of the Sabilulungan local wisdom value. In implementing Public Services in the Bandung Regency Government through individuals who are the stakeholders in the Bandung Regency Government in Dadang Naser leadership.

Data analysis was conducted to get important information as research findings. Two strategies can be done, namely mapping of concepts and progressive, which focuses on the

gradual framing of the initial issue then identified into themes which are then interpreted further to produce findings (Simons, 2014). Each of these strategies has three stages: initial initiation, identification of themes, and examination of patterns and relationships between them. If taking a formal analytic approach to the task, the data will probably be broken down into segments or data sets (coded and categorized) and then rearranged and explored for themes, patterns, and feasible propositions.

In this study, there are several results from interpreting symbols and the Sabilulungan local wisdom value; Dadang Naser raised the slogan Sabilulungan, which means cooperation, then changed this value so that it has the meaning that can be applied in governance in Bandung Regency. Sabilulungan as the value of local wisdom, its interpretation will become the guideline for government administration to realize the welfare of the community.

The results of the symbols classification and the Sabilulungan local wisdom value, according to government officials in the Bandung Regency government, are symbols and meanings. The symbols in Sabilulungan are character, spirit, philosophy, and capital. The meaning of Sabilulungan is the values adopted by government officials in the Bandung Regency government environment.

RESULTS AND DISCUSSION

Sabilulungan, as a slogan touted by Dadang Naser during his officiate as a regent, has been known to the Sundanese people for a long time. The Sabilulungan movement as an applied value is feeling its impact, such as the improvement in community conditions that can be seen from various aspects. With a change of leadership in 2021, it is very important to discuss the sustainability plan of the Sabilulungan local wisdom value as the spirit of public service delivery in continuing sustainable development in Bandung Regency after the change of leadership.

Dadang Naser's commitment to realizing the Sabilulungan Value in his government is reflected in the vision, mission, RPJMD, RKPD, and various government programs. The technical implementation instruments of development are implemented as programs and activities. As one of the policy instruments, the program will include one or several activities carried out by the Regional Government Officials or the community, which are coordinated by the regional government.

Various programs in Bandung Regency often use the word "Sabilulungan" such as; Sabilulungan Raksa Desa, which aims to help overcome all social problems in the Bandung Regency area. The core of the program is to

keep or maintain the condition of the house, clean water, lavatory, garbage, and the natural surroundings. The program was launched in the early days of Dadang Naser becoming the Regional Head, that is in 2010 until now.

The Sabilulungan Raksa Desa program has become one of the flagship programs launched by the Bandung Regency Government in 2015. This program is an innovative program as a continuation of previous rural development programs. In 2010, the program was called the Village Development Program (P2D) as a financial help program for villages. Then, in 2012 the program was changed to the Program of Institutional Consolidation and Strengthening of Rural Development (P4), and in 2015 the P4 program was abolished and then changed its name to the Sabilulungan Raksa Desa Program. Various activities from the Sabilulungan Raksa Desa Program, including Repairing Uninhabitable Houses (Rutilahu).

The meaning of "RAKSA" in Sundanese is to maintain, to guard. However, the acronym RAKSA stands for House, Water, Toilet, Garbage, and Surrounding Nature. This program aims to help alleviate all social problems in the Bandung Regency area. This program is an effort to improve the welfare of the community so that they can live in healthy and livable homes, with the availability of clean and sufficient water, clean and suitable bathing

and latrines, good waste management, and maintaining the beauty and preservation of the surrounding natural environment.

Besides the “Sabilulungan Raksa Desa” program, there are also efforts to speed up rural development in Bandung Regency by launching an innovation program called the “Sabilulungan Bandung 1000 Kampung” program. Besides efforts to speed up the achievement and fair distribution of development throughout the region, this innovative program is expected to be the entry point for Bandung Regency to increase the region’s comparative advantage. This supremacy is based on the local potential that characterizes the region to compete globally. For this reason, the Regent of Bandung Regency, Dadang Naser, stated:

“This advantage must lead to the goal of being able to create local resource-based businesses, as well as increasing employment. Kampung Kopi may be an example that has succeeded in bringing Bandung Regency to a national and global level because of the quality and uniqueness of its products.”

Improving community welfare also includes escalating the welfare of farmers, namely coffee farmers, who also have a role in reforesting critical land. The land conversion occurs in the upper Citarum River.

Next, the Sabilulungan Program for Economic Community Empowerment, hereinafter abbreviated as PSPM Ekonomi, is

a community empowerment-based program focused on exploring the potential and improving the economy of rural communities. The administrator who manages the implementation of the Economic PSPM includes Camat, Head of the Community Empowerment Section in the sub-district, Village Chief, Inter-Village Cooperation Agency (BKAD), and Activity Management Unit (UPK), and UPK Supervisory Agency (BP-UPK). Along with the end of the National Community Empowerment Program (PNPM) by the central government starting in 2015, the Bandung Regency Government established the Community Empowerment Sabilulungan Program (PSPM). The program is entirely funded by the Bandung Regency APBD worth IDR 2.5 billion, which is being developed in 13 sub-districts and 120 villages.

Another program that contains the word Sabilulungan is the Saber Village Program. This program was started in 2017 in 10 pilot villages, then in 2018, interventions in 25 villages in 18 sub-districts which continued until 2019, have formed around 75 saber villages, involving various parties in it. The Clean Sabilulungan Village Program (Saber) was started by the Environmental Service (DLH) as a sustainable village concept for villages that have not been intervened by the Eco Village program, where the residents apply environmental principles in carrying out

their daily activities. The Eco Village Program (environmentally cultured village) is a program started by the Environmental Service of West Java Province as a series of major activities of the Citarum Bestari Movement, which is an effort to restore the function of the Citarum river flow by instilling a mindset of caring for the environment towards the community.

There are 270 villages and ten urban villages which are spread over 31 sub-districts in Bandung Regency. During the three years of the ecovillage program, from 2014 to 2016, 165 villages in Bandung Regency received the program's intervention. In 2014 it started by establishing ecovillages in 55 villages spread across five sub-districts. In 2015, it was formed again in 62 villages covered in 8 sub-districts, and in 2016 again formed in 48 villages in 9 sub-districts, so a total of 165 villages. While the remaining 115 villages have not received the ecovillage program intervention, through the Bandung Regency Environmental Service, the Saber Village (Sabilulungan Bersih Village) program was created with the aim that all villages in Bandung Regency receive the same treatment regarding environmentally cultured villages.

Meanwhile, in the health sector, the Healthy Bandung Regency Forum (FKBS) launched a Healthy Regency development program through sabilulungan accompanied by the Hate (means

Heart), "Sahate," Sabilulungan Ku Hate in 2016 until now. There has also been a Sabilulungan Integrated Service (Yandu) program since 2012 to address access to areas that are far away from the district capital of Bandung, which is in Soreang. Also, other programs such as the plan to build the Sabilulungan Majalaya Healthy Market in 2017.

In the leadership of Dadang Supriatna, the spirit of Sabilulungan values remains in the vision and mission of the Bandung Regency government. According to Dadang Supriatna, the Elected Regent of Bandung Regency 2021-2026:

"...Sabilulungan as the value of local wisdom, one of which is interpreted by togetherness to suppress sectoral ego, so that the apparatus is unified and together in running the government in Kab. Bandung, in Bedas also exists, namely Bangkit. From that Bangkit will arise togetherness, how to equalize perception, together to guard this change for the better...."

In governance, the Sabilulungan value, which contains the value of togetherness and emphasis on sectoral ego, will always be applied even in the new vision and mission promoted by Dadang Supriatna.

Then, the value of Sabilulungan will always be the ideal value for the Bandung Regency government. According to Tisna Umaran, Head of the Bandung Regency Regional Secretary:

"...Maybe what will be different is only the term of Sabilulungan, which is replaced with another jargon. Pak Dadang Supriatna

already has Bades Manunggal. However, the value of Sabilulungan will continue and become the identity and ideal value for the Indonesian people, especially the Sundanese, to embody hope in the future....”

In the next leadership, jargon changes can occur following the vision and mission brought by the elected Regent, but the value of Sabilulungan will continue and become the identity and the ideal value for government officials and the people of Bandung Regency to embody hopes and development in Bandung Regency.

The value of Sabilulungan has become the vision and mission of the Bandung Regency Government. Of course, it will become the reference for the entire community in development. According to Sugiyanto, the Chairman of the Regional House of Representatives of Bandung Regency:

“...This vision and mission for a decade have become the local government’s vision and mission. Of course, it must become the reference for all components of the Bandung Regency community in developing various aspects of development. Regarding the change of leadership, there is one thing that becomes the basis that must be strengthened as stipulated in the KPU Regulation (PKPU); the vision and mission of regional head candidates must refer to the regional long-term development plan (RPJPD). Therefore, I think Sabilulungan’s vision and mission lead to something positive in the spirit of development....”

In the period of the Elected Regent 2021

- 2026, Bandung Regency will be under the leadership of Dadang Supriatna with the slogan “BEDAS,” which has been set as the Bandung Regency tagline during his leadership. According to Dadang Supriatna, the Elected Regent of Bandung Regency 2021-2026:

“.....We have set the next tagline to be “BEDAS.” BEDAS has three meanings; first, in Sundanese, it can be interpreted as “strong jeung gede tanaga,” meaning that if we want to make changes we must be strong. We must have great energy in the context of togetherness. The acronym for BEDAS is Rise, Educational, Dynamic, Religious, and Prosperous. In building a vision for the future, we want the realization of the Bandung BEDAS Regency, namely Rise, Educational, Dynamic, Religious, and Prosperous....”

BEDAS is a slogan that has the acronym Rise Up, Dynamic, Religious, and Prosperous as the basis for Dadang Supriatna to build the vision and mission of Bandung Regency. The spirit to rise together in the future with motivation and innovation. Education will be held formally, non-formal, and vocationally. Dynamic in following the times, religious values in the community, and the government’s goal for the welfare of society.

Furthermore, the sustainability of the value of Sabilulungan, according to Dadang Supriatna:

“...Continuity with Sabilulungan is clear. Bedas is more inclined to change. Carrying out what does not exist into existence, fixing what is not good, and improving what is already good for the better. This means that if what was done in the previous period

was good, we will continue our programs and even improve them. What was bad in the past that we fix, what is not there, we will provide....”

The values in Sabilulungan will still exist and be continued, but BEDAS tends to lead to change. Dadang Supriatna will continue and improve the infrastructure and potential that has not been optimal in the previous leadership. Sabilulungan as the value of local wisdom, togetherness to suppress sectoral ego, and cooperation in building the Bandung Regency government. This value is found in the acronym Bangkit/Rise Up in the BEDAS slogan. According to Dadang Supriatna, the rise up will create togetherness, equalize perceptions, and together will oversee the changes in Bandung Regency to a better direction.

Sabilulungan is a philosophical value that has been embedded in the hearts of the Sundanese people because the Sundanese people are a friendly and tolerant society and then unite. According to Tisna Umaran, Head of the Bandung Regency Agriculture Service:

“...One part of Sabilulungan is togetherness or gotong royong and so on; in the future, the values will continue, if, for example, Bedas, the point is how the brotherhood of togetherness in achieving a goal can be done with me, as the Regional Secretary, who will continue to foster the values that already exist today and develop creative innovations on how the goal of achieving that can be done with sabilulungan values... .”(Tisna Umaran, 2 January 2021)

Tisna Umaran, who now serves as Regional Secretary, has hope that the value of Sabilulungan as the value of local wisdom is to continue and be developed. If there is a change in the slogan, then the achievement of the goals of the new vision and mission is carried out with the values of Sabilulungan, which have become the Sundanese character.

The change in leadership is predicted to lead to changes in the form of nomenclature or strategy related to the use of Sabilulungan, or the meaning of Sabilulungan has become a joint decision and may remain standing even though there is a change in the vision and mission of the elected regional head candidate. According to Sugiyanto, Chairman of the Bandung Regency DPRD:

“...Regarding the use of sabilulungan or the meaning of sabilulungan, sabilulungan has become a joint decision in certain contexts, sabilulungan may remain standing, but in the program’s context of activities or in the RPJMD for these five years, there must be changes to the nomenclature which will be adjusted to the vision and mission of the elected regional head candidate. This means that if the change occurs, including sabilulungan being replaced by Bedas, that’s fine, but the general hope is the Sabilulungan spirit which is already widespread in Bandung Regency; if it suddenly changes shape, it means we have to start over the spirit of construction from scratch....”

The terminology of slogans by the elected regional leader, analyzed by all parties, can be related to the interests contained in these values

and limits whether they are outside the norms of applicable laws and regulations. If there is a total change in the vision and mission of the elected regional head, it must follow the laws and regulations. This means that changes that occur when Sabilulungan is replaced with BEDAS are legal, but in general, if the values that have been widespread in Bandung Regency suddenly change, it means that the spirit of development must start again from zero so that accordance with the new vision and mission.

“...Regarding predictions, in terms of ambition, of course, Bedas wants to change everything, even I heard that buildings or buildings with the word sabilulungan will be changed. Whose work is that they have to make it themselves, make it their own monument, don't just change the name, this is not in a colonial country. Monas is also Soekarno's work. It's not changed in Suharto's work. It's my work, the work of Sabilulungan. Sabilulungan Tower 99, Gedong Budaya Sabilulungan, Otista Hospital (Oto Iskandar Dinata) Sabilulungan, Regional Hospital for Indonesian Women's Warriors (Laswi) Sabilulungan, Dewi Sartika Sabilulungan Hospital. Sabilulungan is indoctrinated like in Korea; in terms of health and thematics, all the Korean policies of Saemaul Undong are there. If Bedas changes everything, it won't be that easy. We will protest; it's thinking less and having no shame....”

Sabilulungan value is a basic value that has been embedded. Changes made, of course, cannot eliminate this value; only changes and additions can occur. Development in the government's vision and mission must be sustainable, what is good must be perfected, and

what is lacking be corrected; of course, there are still deficiencies that must be improved or added. Therefore, the government's vision and mission must be based on the RPJPD and RPJMD.

The Sabilulungan Spirit has been running for almost a decade as the vision and mission of the Bandung Regency Government; of course, the values in Sabilulungan have become a reference for all components of the Bandung Regency community in various aspects of development, both physical and social. In the change of leadership, the basic thing that must be strengthened is, as stipulated in the KPU Regulation (PKPU), that the vision and mission of the regional head candidate must refer to the regional long-term development plan (RPJPD). If the vision and mission of Sabilulungan is a value that leads to positive things, especially in terms of the spirit of development, then it can be continued to continue development in the future. Normative context and political context are two different things. Politicians have a lot of desires and hopes, but normatively, government implementation has a law corridor, namely the Government Regulation corridor and the RPJPD corridor, which will be the reference for the development of Bandung Regency in the future.

The value of Sabilulungan can be implemented in a contemporary way. The value

of wisdom as a part of the culture can be flexible according to the times. According to Dadang Naser, the Regent of Bandung Regency in the previous period:

“...Regarding sustainability, sabilulungan has been included in the RPJPD and RPJMD, so like it or not, whoever becomes the leader must have sustainability, including the sustainability of the Sabilulungan values. As for later, if the tagline is BEDAS, that Bedas is part of Sabilulungan, not Sabilulungan under Bedas. Bedas is tough, or segut singkil, steadfast tough... that's all part of Sabilulungan. Gratitude, succession, succession, fostering, hard work, smart work, and sincere work are part of sabilulungan because sabilulungan can be implemented in a modern way....”

The sustainability of the Sabilulungan values, which have been included in the RPJPD and RPJMD, should make future leaders continue to implement the sustainability of these values. Culture will continue to be flexible with the times, and the Sabilulungan local wisdom value will continue to be applied and not rigid. Sabilulungan is a Sundanese cultural philosophy. Buhun means old culture inherited from ancestors but can be interpreted with contemporary culture, for example, the presence of sabilulungan in the 4.0 era, modern management, and so on.

Every organization, including government organizations, has its own standard model and organizational culture, but organizations that can locate and investigate the organizational culture in which they operate will definitely be supported

and even rewarded (Endyana et al., 2020). By generating an organizational culture that follows the goals of local government organizations and how national standard bureaucratic projects can pay attention to the values and beliefs which are held by local government officials in carrying out their organizational performance, leaders and officials strive to form local government bureaucracy (Kausar, 2013). Through organizational culture, it will be seen how the performance of government institutions, as well as an overview of the implementation of public services that will be implemented.

Leaders can do well in organizations when considering leadership development. Leaders must examine two distinct processes in life history: (1) Development through socialization, which prepares the individual to guide the system and maintain the balance of existing social relationships. (2) Development through personal mastery motivates individuals to struggle with psychological and social changes. Communities train their management talents through first-line development and shape them through second-line leaders (Koene, 1996).

Discourse on local wisdom is always juxtaposed with discourses on change, modernization, and its relevance (Kusdarini, 2016). This is understandable because, in principle, the discussion about local wisdom deviates from the following basic assumptions:

in the geographical environment and cultural background, original values, and local cultural expressions, which must be able to express themselves in change. On the other hand, the expression of local wisdom must also be able to respond to changes in values and society. Local wisdom will not disappear from the spread of social values and wisdom (Kusdarini, 2016).

The application of Sabilulungan in the administration of government is evidence of public participation in the management and implementation of public services; this is included in the realization of a democratic state and government. Today, there are concerns about reducing the role of the community in controlling and taking part in the management of government administration. In response to concerns about the legitimacy of democracy in public governance and concerns about the “loss” of public values in new organizational governance arrangements and public management approaches, many governments have adopted good governance codes with a list of public values that must become characteristics of government quality (Graaf & Meijer, 2019). The Sabilulungan local wisdom value has become a force in supporting democratic governance with a common foundation to build Bandung Regency physically and socially with integration and cooperation between the government and all levels of society.

According to Triangulator, the development is not 100% the domain of the regional leader, the development which is carried out in Bandung Regency comprises programs from the central government, provincial governments, and the district's programs. This means that there will be no drastic change toward development orientation in Bandung Regency, the difference being the leadership style, public communication style, and priorities. So it is natural if the slogan is changed and that the word sabilulungan is good and translated into the program very well. This will continue and only change the name, and when the name changes, it is only from a grammatical point of view (Mohamad et al., 2014).

The challenges of the times have changed; of course, the new leader brings a new vision and mission that follows the challenges according to the conditions of the times; for example, post-covid, digital vision will be a priority so that people will go to school and work but remain productive even though they don't meet each other face to face. Then the tourism vision will be improved. The implementation that has not changed is the handling of the Citarum, the improvement of public services, and others. So, there must be changes, but there must also be continuity that will not be too different from before.

In addition, the results also confirm

that organizational culture (specifically “Participation,” “Consistency,” and “Task”) contributes to the effectiveness of decision-making in the current project selection process. However, no significant correlation was found between “power distance” and effective decision-making. As a result, although the “participation,” “consistency,” and “task ability” of the Province of East Nusa Tenggara (ENT) are high, the effectiveness of decision-making is still far from satisfactory. Presumably, this is mainly because an “eminent power distance” culture is found in provincial organizations, so decisions will probably be made based on the leader’s perspective and priorities rather than on the leader’s perspective. Likewise, priorities for deciding are carried out based on a participatory community perspective (Dharmayanti, 2013).

The government leaders have realized that, as civil servants, a change leader is needed. The new vision of public leaders is to be able to create alteration through change and achieve work productivity with the support of technology, globalization understanding, and support from economic and social expectations, as well as trying to organize and guide the subordinates by focusing on the above aspects to become a leader in the equipment team. The country is interested in reforming the way public services are provided. These considerations strengthen the intention to form a new leadership paradigm

(Jahidi, 2011).

However, organizational change culture is one of the most difficult leadership challenges. Paul Evans believes that leadership about alternation in the 21st century is not simple; vice versa. He believes that modern leadership is a balancing act. He reminds readers that leaders must accept the challenge of navigating between opposites (Wouters et al., 2019). Leaders must balance a track record of success and the ability to admit mistakes and successfully resolve failures. They also need to balance short-term and long-term goals, be visionary and pragmatic, pay attention to global and local issues, and encourage individual responsibility while promoting teamwork. Therefore, leadership quality is very important for organizational change because it is very important to face resistance, confusion, exploration, and management commitment (Miminoshvili, 2016).

The success of the development achievements of Bandung Regency cannot be separated from the successful implementation of the Sabilulungan local wisdom value in public services to realize the principles of good governance in Bandung Regency. The success of development in Bandung Regency is also inseparable from the components involved, namely the government, private sector, community, academics, and media, which also

have an understanding and internalization of the Sabilulungan local wisdom value in every activity and collaboration between stakeholders.

CONCLUSION

The leadership change in Bandung Regency adopted and changed the Sabilulungan values that had been applied to the previous leadership. The renewal and improvement of the vision and mission of Sabilulungan to Bedas is an attempt to carry out the continuation of development in the Bandung Regency. Leadership changes occur, but the Sabilulungan local wisdom value will remain eternal as a cultural value for the people of Bandung Regency.

The change in the value of the new vision and mission to the value of Sabilulungan, who has been with the people of Bandung for a decade, will require a communication effort that starts from scratch. It is necessary to manage the delivery of value messages and media management, which is managed in a planned and measurable manner so that the Bedas value can be accepted as a value update in the Bandung Regency.

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