



Management of government communication strategy in moving the new capital city in Indonesia from a public policy perspective

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ABSTRACT

The relocation of the national capital is a major project that requires public support, information transparency, and effective communication to overcome public resistance and ensure a good understanding of the policy objectives. Using a qualitative approach, this research examines the communication strategy implemented by the government through analysis of policy documents, communication media, and interviews with relevant parties. The results show that the government implements a communication strategy that includes socialization through mass media, direct outreach to the public, and the use of digital platforms to reach a wider audience. However, there are still obstacles such as negative public perception, limited access to information in certain areas, and uncertainty of project financing. This study recommends improvements in the quality and consistency of public communications, active community involvement in planning and implementation, and strengthening transparent policy messages to build trust and support the success of the IKN transfer.

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1. Introduction

Yes, the government's communication strategy in a significant national policy like relocating the capital city is often influenced by domestic political dynamics. Key Factors Causing Community Resistance to Relocation Policies Community resistance to relocation policies, such as the relocation of the capital city, can be caused by the following key factors Lack of Public Involvement and Participation Lack of Community Consultation Many communities feel that these policies are decided in a top-down manner without involving them. This creates a sense of not belonging to the project. Non-transparency If information about the rationale, benefits, or negative impacts of the policy are not explained in detail, the public tends to be skeptical. Impact on Communication Strategy The government needs to adopt a two-way communication approach by holding public discussion forums, community consultations, and local stakeholder

engagement. Concerns on Social and Economic Impacts Displacement and Loss of Land Rights Relocation is often associated with displacement of communities, especially those living on land that will be used for development. Economic Uncertainty Many communities are concerned that they will not benefit directly from the project, such as new jobs or better infrastructure. Impact on Communication Strategy The government needs to provide tangible evidence, such as clear compensation programs, job guarantees, or training for affected communities. Use success stories from previous relocations to build trust. Fear of Environmental Damage.

Loss of Local Ecosystems Resistance often comes from environmental or indigenous activists who fear the project will lead to deforestation, loss of biodiversity or a water crisis. Distrust in Sustainability Promises Government promises to maintain sustainability are often dismissed as claims without evidence. Impact on Communication Strategy Transparency in environmental impact mitigation planning is essential. Involve environmental experts or NGOs in providing information to the community. Identity Resistance and Cultural Attachment of Local Communities Indigenous communities in destination areas often fear losing their culture, traditions or customary lands. Shifting National Identities Some communities may find it difficult to accept the symbolic change of moving the capital, especially those living in the old capital's home area, such as involving traditional leaders or religious leaders in communication campaigns. Communicate values that can strengthen national identity through relocation, such as the new capital city as a symbol of sustainability and modernity. Psychological and Emotional Barriers Discomfort with Change Many communities feel more comfortable with the status quo, and major policies such as relocation often trigger fears of uncertainty. Mistrust of Government If communities have had bad experiences with previous government projects, they are likely to be suspicious of the intentions and implementation of new policies. Impact on Communication Strategy Focus on building trust through evidence of success in the early stages of the project.

Use social media and local communication channels to reach different groups of people. Government Communication Strategies to Overcome Resistance Transparent Information Campaign Provide easily accessible information on policy objectives, benefits, and impact mitigation. Participatory Approach Involve the community in the planning and implementation process, including a responsive grievance mechanism. Personalized and Empathetic Communication Use an approach that understands community concerns, both through direct meetings and mass media. Provision of Tangible Incentives Communicate tangible programs that benefit the community, such as skills training, subsidies, or new economic opportunities. Collaboration with Key Figures Involve community leaders, traditional leaders, and academics to help bridge communication between the government and the community. Community resistance to relocation policies is a challenge that must be met with an inclusive, transparent and empathetic communication strategy. By engaging communities directly and addressing their key concerns, the government can build broader support and reduce conflict during the relocation process.

The relocation of the National Capital City (IKN) from Jakarta to East Kalimantan is one of the biggest strategic policies in modern Indonesian history. This step was decided for a variety of fundamental reasons concerning the problems of population density, environmental damage, and development imbalances between regions. Jakarta as the current capital city has been under severe pressure in various aspects, such as extreme congestion, deteriorating air quality, and the risk of natural disasters, especially floods (Wahyudi, 2023). In addition, most economic and government activities are concentrated in Java, causing significant development disparities between Java and the rest of Indonesia. The relocation of IKN is not just a shift in the center of government, but also a symbol of equitable development and national transformation. The move aims to create a more efficient, modern and sustainable center of government, which is expected to be a catalyst for economic and infrastructure development in eastern Indonesia. This is in line with the government's vision to build a more inclusive, equitable, and globally competitive Indonesia (Putri et al., 2024).

However, the implementation of this policy faces complex challenges, including resistance from some communities, concerns over social and environmental impacts, and potential conflicts of interest from various stakeholders. Many have questioned Indonesia's need and readiness to make this major change, especially in terms of financing, site feasibility, and infrastructure readiness (Nurahmani & Sihombing, 2022). In addition, local communities in East Kalimantan also have their own concerns about the changes that will occur in their area, both in terms of social, cultural and environmental aspects. This is where the government's communication strategy management is important in ensuring good understanding and support from the wider community (Siti et al., 2023). From a public policy perspective, proper communication is not only limited to delivering information, but also serves to mobilize public participation and build trust. The government needs to transparently explain the reasons, benefits, and process of moving the IKN to the public, while responding to criticism and concerns that arise in a thoughtful manner. Thus, an effective communication strategy can help the government create stronger public support, reduce resistance, and increase the success of this IKN relocation policy (Khairunnisa, 2023).

Based on this background, this research will examine the government's communication strategy in relocating the National Capital City from a public policy perspective, to see the extent to which the government is able to build public support and trust in the policies taken. The relocation of the National Capital City (IKN) from Jakarta to East Kalimantan is one of the Indonesian government's major projects aimed at creating a new center of government that is better, modern, and sustainable (Aziz SR, 2023). This strategic step is taken with the hope of overcoming various problems that have long been faced by Jakarta, such as traffic congestion, pollution, population density, and development imbalances between Java and outside Java. In addition, the relocation is expected to be a step to create equitable development and a new economic center that can encourage growth in eastern Indonesia (Saraswati & Adi, 2022). In its implementation, the relocation of IKN is not just a physical development project, but also a national-scale public policy that has a broad impact on various sectors, including economic, social and environmental. The relocation also concerns the nation's identity, considering that Jakarta has long been a symbol of the center of government and culture. Therefore, full support from the community is needed so that this policy can run smoothly (Putri et al., 2024).

The government's communication strategy is a crucial element in this transfer process. From a public policy perspective, effective communication can help build public understanding and support for government policies (Najilatil Mazda, 2022). With the right communication strategy, the government can reduce resistance, minimize social conflict, and mobilize community participation in the IKN relocation process. Therefore, good communication strategy management is an important factor in ensuring the success of the relocation. This chapter will examine how the government manages communication strategies related to the relocation of IKN, with an emphasis on information transparency, public participation, use of communication media, and crisis management (Tody & Nanang, 2024). This research is expected to provide an overview of the government's communication approach in the IKN relocation policy and its implications for public support and the success of the policy (Silalahi, 2019).

The government's communication strategy in relocating Indonesia's new national capital is crucial to ensure that the public has a good understanding and support for this major policy (Maku et al., 2023). From a public policy perspective, effective communication strategy management plays a crucial role, covering aspects of transparency, public inclusion, and communication continuity (Alam, 2023). Information Transparency The government needs to provide clear, transparent, and timely information regarding the transfer of IKN, including its objectives, benefits, potential challenges, and impacts on society. This transparency may include publishing data related to budgets, regional development plans, and environmental impact assessments. Through this approach, the public can understand the policy background in depth (Fajarwati, 2024).

Public Participation In a public policy perspective, public participation is an important element. The government needs to involve various stakeholders in the communication process, including local governments, academics, community leaders, and the wider community. Public discussions, consultations, and question and answer sessions are important platforms to accommodate the aspirations and input of the community, so that this policy is more participatory (Politik et al., 2024).

Multi-Channel Communication Strategy To reach all levels of society, the government should use a multi-channel approach in delivering messages. Social media, official websites, print media and other news channels can be utilized to ensure the message is widely disseminated. In addition, face-to-face communication through direct socialization and seminars is also important, especially in areas directly affected by the project. **Clear and Positive Policy Narrative** In building public support, the government needs to convey a positive policy narrative, emphasizing the benefits that can be felt by the community in the long term, such as equitable development, reducing the burden on Jakarta, and the potential for a better economy and environment in the new IKN (Dewi et al., 2024). This narrative should be simple, relevant, and evoke a sense of pride as a nation. **Crisis Management and Handling Negative Issues** Given the scale of this policy, the possibility of criticism and resistance from the public or certain parties is very high. The government must be prepared with good crisis management, by responding to negative issues quickly and wisely. Data-based clarifications and counter narratives as well as government openness in answering public questions and criticisms are essential to maintain public trust (Hariati & Saputri, 2022).

Continuous Evaluation Public communication related to IKN must be evaluated regularly to ensure that the messages conveyed are effective and well received by the public. This evaluation can be done through surveys, feedback from the public, or media monitoring. The results of this evaluation can be used to improve the communication strategy to make it more relevant. **Inclusion of Local Culture and Identity** Affected local communities need to feel included and valued (Hairunnisa & Syaka, 2022). The government should emphasize that the relocation of IKN still considers the local wisdom and cultural identity of the communities around the new IKN area. This can increase support from local communities and reduce the potential for social conflict. An effective communication strategy for IKN relocation requires a comprehensive, proactive and inclusive approach to achieve optimal public policy objectives. Government openness and public participation can be an important foundation in making the transfer program a success and building public confidence in the new direction of national development (Hasibuan & Aisa, 2020).

In analyzing the government's communication strategy related to the relocation of the National Capital City (IKN), theories of communication and public policy can be the main foundation. **Government Communication Theory** This theory emphasizes the importance of the government's role in conveying information to the public and shaping public opinion (Nugroho, 2022). Government communication should include elements of transparency, openness and relevance to people's needs. Using this theory, we can evaluate how the government conveys the IKN transfer policy, including the use of various communication media and clear messaging. **Public Participation Theory** Public participation theory emphasizes the importance of public involvement in public decision-making, especially in far-reaching policies such as the relocation of IKN (Mahardika & Saputra, 2022). Public participation includes the process of consultation, engagement in discussions, and decision-making that involves the community. With this theory, we can analyze the extent to which the government invites and receives input from the public regarding the relocation of the IKN, thus increasing the legitimacy of the policy. **Agenda Setting Theory** (Hasibuan & Aisa, 2020).

Agenda setting theory suggests that the media has an important role in determining what issues are important to the public through news prioritization. The government, as one of the agenda managers, can utilize this theory to ensure that the IKN relocation policy becomes the

main topic understood by the public. Analysis based on this theory can see how the government collaborates with the media in shaping public perceptions regarding the urgency and benefits of relocating the IKN. Public Perception Theory Public perception is an important aspect in accepting or rejecting a policy. Public perception theory helps understand how people process the information they receive and how they form opinions or perceptions related to the policy. In the context of IKN relocation, this theory can be used to analyze public perceptions of the benefits and impacts of IKN relocation, as well as how these perceptions are influenced by the communication delivered by the government. Crisis Management Theory In a major policy such as the relocation of IKN, the risk of a crisis or public criticism is quite high. Crisis management theory discusses how the government anticipates, handles, and responds to negative issues that may arise during the relocation process. With this theory, we can see how the government manages negative information or public resistance responses that have the potential to become a crisis for the IKN relocation policy (Ernawati et al., 2022). Issue Management Theory This theory is relevant for analyzing how the government handles certain issues or concerns that arise from the public. In the process of relocating IKN, various issues such as environmental impacts, changes in local culture, and project costs will arise and need to be managed effectively. Issue management allows the government to identify important issues, respond strategically, and minimize negative impacts on the policies implemented (Masitah & Dewi, 2022).

Diffusion of Innovation Theory The diffusion of innovation theory explains how innovations or changes, such as the transfer of IKN, are accepted by society over time. This theory divides society into several categories in accepting change, ranging from innovators, early adopters, early majority, late majority, to laggards who are slow to accept change. By understanding this theory, the government can identify groups that support or reject the relocation of IKN and design appropriate communication strategies for each group. Public Policy Theory Public policy theory provides a framework for analyzing the process of making, implementing, and evaluating government policies, such as the relocation of IKN. Within this theoretical framework, we can analyze how these policies are designed, socialized, and evaluated in order to gain public support and their long-term impact on national development. By applying these theories, the research can gain in-depth insights into the effectiveness of the government's communication strategy in the IKN relocation policy, as well as see the extent to which this policy is accepted by the public. These theories will help in understanding the dynamics of communication, perceptions, and public participation in the relocation policy (Nurahmani & Sihombing, 2022).

2. Method

Social media has significantly changed the way governments and other stakeholders communicate their policies and messages compared to traditional media. Speed of Dissemination of Information Social media information can be disseminated instantly to a global audience, providing a much faster impact. This speed allows governments to respond to emerging issues or clarifications immediately. Traditional Media Dissemination of information through television, radio or newspapers usually takes longer and is affected by the editorial process. Impact on Communication Strategy Social media allows the government to directly communicate with the public, avoiding the delays that often occur with traditional media. For example, announcements or clarifications can be published immediately via Twitter or Facebook. Two-Way Interaction of Social Media One of the main advantages of social media is its ability to create two-way communication. The public can directly provide feedback, comments, or questions, and the government can respond quickly. Traditional Media Traditional media tends to be one-way, with information flowing only from the government to the public without much opportunity for the audience to provide direct feedback. Impact on Communication Strategy Communication on social media allows the government to interact directly with the public, increasing transparency and reducing tension or misunderstanding. For example, people can directly ask questions or criticize ongoing government policies.

The Importance of Engaging Directly Affected Groups Provides a Firsthand Perspective Directly affected groups, such as indigenous peoples, farmers, or local communities, often have insights into the real impacts of policies, which may be invisible to policymakers. Building Trust Involving them in interviews can increase their sense of engagement and trust in government, while reducing resistance to policies. Identifying Specific Concerns These community groups can uncover specific issues, such as land loss, impacts on culture, or economic challenges, that need to be addressed in relocation policies. Groups to Include in Directly Affected Community Interviews. Indigenous Peoples To understand how this policy affects their customary land rights, culture and identity. General Local Population Including traders, farmers, or workers who may lose access to their land or livelihoods. Vulnerable Groups Women, children, and the elderly, who are often disproportionately affected in relocation processes. Poor communities who may not have the ability to adapt to economic or social change. Local Figures and Community Leaders Customary chiefs, religious leaders, or leaders of local community organizations. Non-governmental groups Environmental and social NGOs working in the area. Academics or local researchers who can provide additional context. Government Parties Local governments, who are directly responsible for relocation implementation. National-level policymakers, who determine the strategic direction of this policy.

This research uses a qualitative approach to understand the government's communication strategy in the policy of relocating the National Capital City (IKN) from a public policy perspective. The qualitative approach was chosen because it allows researchers to explore in-depth information related to the communication process, public response, and issues that arise in this policy. This research uses a case study method to look at the government's communication strategy in relocating the national capital. Case studies are chosen because they allow for in-depth analysis of a particular phenomenon, in this case the communication strategy in the policy of relocating the national capital in Indonesia. This research focuses on analyzing the communication activities carried out by the government, public reactions, and the effectiveness of communication in building support for this policy. Primary data was obtained through in-depth interviews with relevant resource persons, such as government officials involved in the capital relocation communication team, public policy experts, communication practitioners, and academics with expertise in communication or public policy. In addition, a small survey can also be conducted to the general public around East Kalimantan to find out their perceptions and responses to this policy. Secondary data is taken from various sources such as official documents, government, media reports, journal articles, survey reports, and scientific publications that discuss the relocation policy. This data was used to complement the primary data and provide a broader context to the government's communication strategy. In-depth interviews were conducted in a semi-structured manner to allow flexibility in exploring information related to the government's experiences, views, and communication strategies implemented. These interviews were also useful to understand the perceptions of stakeholders regarding the relocation of IKN. Observations were made on socialization or campaign activities carried out by the government related to the relocation of IKN. This observation aims to see how the government conveys messages to the public and how the public reacts to these messages. Official documents, such as government statements, published communication strategies, media reports, and other publications related to the relocation of the IKN, were reviewed to obtain data on the messages conveyed and the communication channels used.

3. Analysis and Results

In this results and discussion section, the research findings regarding the government's communication strategy in relocating the National Capital City (IKN) from a public policy perspective will be presented. These findings are based on data analysis obtained through interviews, observations, and document studies. The discussion focuses on the effectiveness of government communication, public response, and factors that support and hinder the success of such communication. Information Transparency and Message Clarity Based on document analysis and interviews with government officials, it appears that the government has tried to

transparently convey information about the IKN transfer, including the objectives, benefits, and stages of the project. Through various media, the government emphasizes that the relocation of the IKN aims to equalize development and reduce the burden on Jakarta as the center of the economy and government. However, despite the open disclosure of information, the results of interviews with the public show that most people still feel unclear about the details of this policy. This suggests that message clarity has not been fully effective in achieving the desired understanding (Saepudin, Hartoko, et al., 2024).

Although the government has used official communication channels, the complexity of the information conveyed is often difficult for the general public to understand. A simpler and more informative communication approach is needed, especially in the form of easy-to-understand infographics or videos. Public Participation in Decision-Making Interviews with public policy experts and local communities in East Kalimantan show that the government has held several public consultations and discussions with community leaders regarding the relocation of IKN. However, this participation is still uneven, especially in areas further away from the new IKN location. Local communities felt that their involvement was more of a formality and that their opinions had little influence on the final decision. Optimal public participation will increase policy legitimacy and minimize resistance. The government needs to involve the public more actively in the planning and socialization stages, including providing an online platform for people from all parts of Indonesia to provide input (Saepudin, Zulfikar, et al., 2024).

Utilization of Diverse Communication Media The government needs to improve access to information in rural areas by involving local media and conducting direct socialization. The use of apps or interactive online platforms can also help reach the younger generation and facilitate two-way communication. **Policy Narratives and Benefits Delivered** Interview and observation analysis shows that the government focuses on benefit narratives, such as sustainable development, reduced economic inequality, and new job opportunities. These narratives have won the support of some communities, but there are also groups that still doubt the long-term benefits and are concerned about social and environmental impacts. The policy narrative needs to be adapted to the local context. Communities in East Kalimantan, for example, may be more concerned about environmental impacts. The government should tailor its messages to be more relevant to local conditions and concerns (Aditya Indra Renaldi, Ridwan Khairandy, 2022).

Issue Handling and Crisis Management The analysis shows that environmental issues, financing, and impacts on local communities are the main issues frequently raised in the media. The government has responded to some of these issues through clarifications in the media, but there has been no systematic crisis management. The government's response is considered to be less rapid and less focused, so that some issues continue to develop and cause dissatisfaction in some groups of society. The government needs to have a crisis management team that is proactive and responsive in dealing with negative issues. A quick response and accurate data are essential to address public concerns and avoid the spread of misinformation that can damage the reputation of the IKN relocation policy. The results of the interviews show that there are variations in public perceptions of the relocation. People in Java Island tend to have a more positive perception as it is expected to reduce Jakarta's congestion and crowding. However, people in East Kalimantan showed concerns about the social impact, culture, and environment. In general, community perceptions are influenced by their level of understanding of this policy. The diverse perceptions of the community indicate the need for a communication approach that is tailored to the social and geographical background of the community. The government can consider a community-based communication approach to increase understanding and build public support in various regions. **Effectiveness of Government Communication in Building Public Support** Overall, the results show that government communication in the IKN transfer still needs to be improved, especially in terms of simpler messaging, increased public participation, and more responsive issue management. The government has managed to gain support from some of the public, but there are still some

issues that need to be addressed. groups that are resistant to this policy. To achieve wider support, the government needs to optimize communication strategies that are more inclusive, responsive and transparent. The provision of digital platforms that allow direct interaction between the public and the government can help bridge the communication gap and reduce public resistance. The results and discussion show that the government's communication strategy in relocating IKN has some successes, but there is still room for improvement. Clearer, more responsive and public participation-based communication can help increase public support for this policy. A more inclusive communication strategy will play an important role in making the relocation a success and strengthening public trust in the government.

4. Conclusion

To bridge the information gap in rural areas, various specific strategies can be implemented by taking into account local characteristics, infrastructure limitations, and the level of media literacy. Utilization of Traditional Media Familiar in Rural Areas Local Radio Radio is one of the media that is still very effective in rural areas because it is easily accessible, even by those who do not have access to the internet or television. The government can work with local radio stations to disseminate important information regarding government policies or programs. Notice Boards or Posters In many villages, notice boards located in public places such as village halls, markets, or places of worship can be used to disseminate information relevant to the local community. Posters or banners with easy-to-understand designs will be effective in conveying messages. Local Newspapers Local newspapers are also an effective channel to provide information related to government policies or programs that can be accessed by people who have access to them. older or those who are not digitally active. Positive Impact Rural communities are more receptive to information through familiar and long-established channels, as they are more accustomed to these media. Using Local Figures or Field Extension Workers Extension by Community Figures Respected community figures, such as village heads, religious leaders, or traditional leaders, can be effective messengers. They already have the trust of the community and can more easily educate or convey information on new policies or programs. Strategies to bridge the information gap in rural areas need to take into account the availability of relevant media, local culture, and literacy levels. Using a combination of traditional media and simple technology, involving community leaders or extension workers, and working with NGOs and local organizations will ensure that information is effectively delivered and received by rural communities.

The effectiveness of government communication is crucial in the face of a major policy such as the relocation of the nation's capital. Information Transparency Recommendation Provide complete, easy-to-understand, and available information on various platforms about the policy, objectives, impacts, and implementation stages. Positive Impacts Increase Public Trust Open information shows that the government has nothing to hide, so the public has more trust in the good intentions of the policy. Reduces Speculation and Hoaxes By providing easily accessible facts, the government can reduce the space for disinformation. Participatory Approach Recommendations Involve the public from the early stages, such as planning, public discussions, or through grievance mechanisms. Positive Impact Increased Policy Legitimacy When people feel involved, there will be less resistance to policies because they feel they have a stake. Early Identification of Potential Conflicts Input from the community allows the government to understand and anticipate problems before they become big. Utilization of Digital Technology Recommendations Utilize social media, communication apps, and online portals to disseminate information and receive real-time public feedback. Positive Impact Fast and Broad Access to Information Digital technology allows the government to reach out to people in a wider area in a short time. Interactivity People can ask questions, provide feedback, or clarify information directly with the government. Using Key Figures as Communicators of Recommendations Involve local figures, community leaders, or religious leaders who have great influence in delivering government messages. Positive Impact Increases Message Credibility People tend to trust information delivered by figures they know and respect. Reduce

Local Resistance Engaging local figures can help bridge the differences in perspectives between the community and the government.

Continuous Evaluation and Feedback Recommendations Conduct regular evaluations of communication effectiveness, using surveys, interviews or focus group discussions (FGDs). Positive Impact on Strategy Improvement Feedback data allows the government to improve communication strategies that are less effective. Responsive to Community Needs The government can more quickly adjust its approach based on community responses The effectiveness of government communications can be improved by implementing a more inclusive, transparent and technology-based approach. By involving all relevant parties and proactively addressing people's concerns, this recommendation is not only relevant for the capital relocation policy, but can also serve as a model for other policies in the future.

The government's communication strategy in the IKN transfer has succeeded in reaching most of the public, but it has not been fully effective in building broad understanding and support. To increase effectiveness, the government needs to improve aspects of transparency, public participation, equitable media utilization, and response to crucial issues faced by the community. A more inclusive, adaptive, and data-driven communication approach will be an important factor in ensuring the success of the relocation policy and increasing public trust in the government.

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