

## Research Article

# Dynamic Governance and Creative Industrial Resilience Post-Covid-19 Pandemic

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**ORCID**Fatmawati A. Mappasere: <https://orcid.org/0000-0002-1615-0869>**Abstract.**

This study aims to explain the dynamic governance and resilience of the creative industry after the Covid-19 pandemic. The focus of this research includes an analysis of changes in the culture of government organizations in implementing dynamic governance after the Covid-19 pandemic and an evaluation of the ability of government organizations to implement creative industry resilience after the Covid-19 pandemic. A qualitative approach and a type of phenomenology form the basis of this research by prioritizing a comprehensive understanding of the concepts of dynamic governance and economic resilience. The results of the study reveal that dynamic governance has succeeded in effectively implementing the principles of good governance, which has an impact on the formation of policies that are in line with development needs and strengthening the resilience of creative industries. In the decision-making process, the application of good governance provides a basis that considers various interests of actors with a large portion of attention to the society's welfare. Even though the creative industries experienced economic instability during this period, it is clear that sound economic policies have a vital role to play in reducing risks and ensuring a speedy recovery.

**Keywords:** dynamic governance, resilience, creative industry

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## 1. Introduction

The “good governance” paradigm, which has been used as a measure to evaluate the quality of government, is currently receiving sharp criticism from the public following the emergence of the COVID-19 outbreak in Indonesia. The public feels that the communications offered by the government and the decisions taken in handling the pandemic do not get proper management. The government seems to be prioritizing economic aspects (“economic policy”) rather than public safety and people’s welfare. Even though the sustainability of the economic aspect is crucial to avoid being hit by a crisis, in the midst of the threat of this pandemic which is a grave danger, the right to life and safety for every citizen must be placed as a top priority, without exception.

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The concept of resilience refers to the capacity of the economy to adapt amidst the complexity of problems and uncertainty, by utilizing the available potential. This concept also serves as a form of anticipation of economic challenges that may arise in the future. One of the main indicators in measuring a country's economic resilience is the application of the principle of "good governance." In Indonesia, the creative industry has become one of the main pillars in the economic structure and is currently experiencing rapid growth. Therefore, an economic system is needed that is able to accommodate existing potential and face various challenges, in order to ensure economic sustainability in this creative industry sector [1].

Good governance practices have had a significant impact on formulating appropriate policies to meet development needs and increase creative industry resilience, both during a pandemic and after. Through this approach, the government system can be designed in such a way as to be able to accommodate the diverse interests of creative industry players through policy formulations that are in line with industry dynamics [2] Available data shows that the creative industry is currently facing economic instability that has the potential to threaten its resilience.

A study conducted by Bedi and his team [3] confirms that sudden economic changes have the potential to negatively impact the resilience of the creative industries. Therefore, careful economic policies are needed to mitigate emerging risks and ensure a speedy recovery in this sector. By incorporating the principles of good governance in the policy process and responding to facts about economic instability affecting the creative industries, strategic steps can be taken to maintain and increase the resilience of this sector in facing changing global conditions.

Data related to the performance of the manufacturing industry firmly rejects the notion of deindustrialization in Indonesia. In contrast, the industrial sector showed positive and impressive performance, as reflected in the Indonesian Manufacturing Purchasing Manager's Index (PMI). Over the past year, this PMI has stabilized at level 50, indicating a continuing expansion phase. This fact clearly illustrates the maintained optimism in the industrial sector. Despite experiencing a temporary contraction in manufacturing PMI, which reached 40.1, as a result of restrictions on industrial mobility and operations during the Implementation of Emergency Community Activity Restrictions (IECAR), by the end of 2021, Indonesia's manufacturing PMI was able to recover and reach 43.7. This reflects the ability of the industrial sector to adapt itself and return to the growth path.

A domestic manufacturing industry that has strong competitiveness plays a key role on the global stage, dominates international markets, and demonstrates high dedication

to sustainability. However, in order to achieve inclusive and just development of the manufacturing industry, steps need to be taken to ensure that this development is distributed evenly throughout Indonesia and provides benefits to all levels of society, including the marginalized.

Strategic efforts have been made to reach a manufacturing industry that is sovereign and independent, as well as efficient in the use of resources, which has been proven through various programs initiated by the Ministry of Industry (Kemenperin). These programs, which show a positive impact based on data and facts on the ground, include:

1. 35% Import Substitution Program in 2022: With the aim of reducing dependence on imports and encouraging growth in domestic production, this program has a significant impact. Observable facts from the field indicate that the increase in the production of goods that were previously imported has made a real contribution to domestic economic growth.
2. Domestic Product Usage Increase Program (DPUIP): The focus of this program is to increase the level of use of local products in industrial supply chains. Based on the data collected, there is an increasing use of domestic products in various industrial sectors, driving the growth of the local economic sector.
3. Downstream Natural Resources: This program aims to increase the added value of natural resource-based products. Based on existing facts and data, it appears that there has been an increase in production capacity in various natural resource processing industries, having a positive impact on export performance and reducing dependence on imported raw materials.

The existing data and facts clearly illustrate how these programs have made a significant contribution in stimulating the growth of a sustainable and inclusive manufacturing industry, as well as leading to an increase in Indonesia's economic sovereignty. The Program to Increase the Use of Domestic Products (PIUDP) is one of the important milestones in moving the Indonesian manufacturing industry sector in a more sustainable direction. Through collected data and facts, this program has proven effective in increasing the manufacturing industry's contribution to the national economy.

For example, in the food and beverage sector, through PIUDP, there has been a significant increase in the use of local raw materials in the production process. This increase not only reduces dependence on imported raw materials but also provides incentives for local farmers. The same thing happened in the textile and clothing sector, where this program encouraged companies to rely more on local sources of raw materials,

such as cotton, which had an impact on job creation and local economic growth. The PIUDP program also provides a strong impetus in driving the high technology-based manufacturing sector. The data shows that companies in the information technology and electronics industry are increasingly investing in local human capital, reducing dependence on imported labor, and creating local innovation. In a short time, P3DN was able to have a sustainable positive impact on various industrial sectors.

This data confirms that the PIUDP Program is not just a discourse, but has provided a real impetus in increasing the use of domestic products in various industrial lines. This success at the same time proves that the government's efforts to promote the independence of the manufacturing industry through P3DN are the right steps and provide real benefits for the Indonesian economy.

Sophisticated and competitive industrial development in Indonesia is supported through four strategic programs that have a clear focus:

1. **Making Indonesia 4.0 Program:** This program aims to utilize digital technology and artificial intelligence in all industrial lines. This step was taken to increase productivity, efficiency, and innovation in various sectors, from manufacturing to services. This effort encourages the transformation of traditional industries towards Industry 4.0 which is more modern and adapts to global technological developments.
2. **Sustainable Industry Development Program and Sea-Based Industry:** The focus of this program is strengthening environmentally friendly industries and increasing the utilization of Indonesia's marine potential. Through this initiative, Indonesia seeks to advance industries that not only generate economic benefits but also pay attention to social and environmental impacts, while encouraging the growth of the sea-based industrial sector.
3. **Production Stimulus and Purchasing Power Program:** This program includes various incentives aimed at stimulating domestic production and purchasing power. These initiatives include fiscal support, reducing bureaucracy, and facilitating permits to improve the investment climate in Indonesia. This step aims to strengthen national economic growth by increasing production and domestic purchasing power.
4. **Implementation of Reducing Non-Tariff Barriers:** This effort focuses on reducing non-tariff barriers that often impede trade and investment. By simplifying regulations and procedures, as well as improving infrastructure, the government is trying

to create a more friendly environment for business actors, both local and foreign, to operate in Indonesia.

These four strategic programs are a reflection of the Indonesian government's commitment to building a tough, globally competitive and sustainable industry. By involving modern technology, exploiting marine potential, stimulating production, and purchasing power, and reducing non-tariff barriers, Indonesia is trying to build a solid foundation for sustainable industrial growth in the future.

As previously explained, the Covid-19 pandemic outbreak has hit the tourism industry and the creative economy sector all over the world, including Indonesia. Social restriction measures and regional closures have significantly disrupted the ecosystem of the tourism industry, which includes the segments of accommodation, transportation, tourist attractions and other elements. In line with that, the impact of the pandemic has also hit the creative economy industry, especially in the arts, crafts, Micro, Small and Medium Enterprises (MSMEs), entertainment and culinary sectors. Businesspeople face tough challenges in maintaining the continuity of their business, because their income has decreased quite sharply due to the decline in people's purchasing power. Not only that, the Covid-19 pandemic has also had an impact on a decrease in the number of workers in these two sectors. Based on data released by the Central Statistics Agency (CSA) in 2020, around 409 thousand workers in the tourism industry were forced to lose their jobs due to the impact of the Covid-19 pandemic.

The implementation of good governance forms a system that is able to accommodate the various interests of actors through structured policy formulation [2] In the current context of economic instability that has the potential to threaten the resilience of the creative industry, it is urgent to adopt measured economic policies to reduce various risks and ensure a speedy recovery [3]. This perspective is in line with the views of Boon and Geraldine, who describe that the formulation of dynamic governance involves the convergence of adaptive policies, institutions and structures so that they remain relevant and effective in dealing with uncertainties and dynamic environmental changes, while still trying to achieve the long-term goals of society.

In the realm of the creative economy, which is recognized as the main pillar for the progress of the country, the Ministry of Tourism and Creative Economy (Kemenparekraf) plays an important central role in building synergy between innovators and investors. Not only that, the Ministry of Tourism and Creative Economy is also dedicated to strengthening the competitiveness of the creative industry so that it can compete on an equal footing with imported creative economy products. Furthermore, this institution has a strong commitment to campaigning for various types of Indonesian creative economy

products. This step aims to encourage the growth of more creative economy players who are able to make a real contribution to economic development, both at the regional and national levels.

## 2. Methods

This study adopted a qualitative research design which was selected based on consideration of its effectiveness in collecting empirical data from various secondary sources [4] The collected data were then analyzed qualitatively following the data analysis steps proposed by Miles et al. [5]. The stages of the analysis include collecting data, presenting data, and drawing and verifying conclusions. The approach used in this study is a phenomenological approach, a type of approach that is common in qualitative research designs. This approach was chosen with the aim of gaining a deeper understanding and absorbing the meaning contained in the data. More than just seeking the truth, this qualitative research focuses on understanding the object of research.

This research involved various parties involved in local government and creative industries in Makassar City as informants. The focus of the research is the implementation of the concept of dynamic governance and creative industry resilience, as well as a comparison of the periods before and after the Covid-19 pandemic. The selection of informants was carried out through a purposive sampling method, where several key informants were first selected. Then, the snowball method was used, in which one informant recommended another informant. This process continues until the data obtained is considered sufficient for further analysis.

1. Key informants in this study refer to individuals who have important roles and significant contributions to the implementation of dynamic governance and creative industry resilience. They are public officials and community leaders who have experience and insight in advancing the creative industry sector amidst the dynamics of change.
2. The main informants involve actors who act as agents of positive change in the context of dynamic governance and creative industry resilience. They are figures who have the ability to encourage innovation, collaboration and adaptation in order to face challenges and changes in the creative industries.
3. Additional informants include various individuals who play a role in implementing dynamic governance and creative industry resilience, ranging from the general public, local community leaders, to government actors at the regional level. Their

participation enriches various perspectives in evaluating the effectiveness of the steps taken in advancing the creative industry and responding to changes that occur.

The data analysis method adopted in this study is a descriptive approach which involves several important steps:

1. The selection of informants was carried out carefully by researchers based on predetermined categories. The aim is to mitigate potential distortions in the information gathering process.
2. Data collection was carried out in a comprehensive and detailed manner from each informant, with the main objective of strengthening the validity of the research results and exploring relevant aspects.
3. The member check process was carried out, in which informants had the opportunity to re-check the research results. This aims to confirm the accuracy of the information that has been collected and enrich points of view that may not have been raised.

After that, the collected data was analyzed through the data condensation display stage, followed by the conclusion drawing stage. The validity of the data is ensured through the application of the data triangulation method, namely by combining various different data sources to confirm the findings found.

### 3. Results and Discussion

#### 3.1. Government Organizational Culture in Implementing Dynamic Governance Post Covid-19 Pandemic

The results of research and observations at the Tourism and Creative Economy Service and the Industry Office show the important role of good governance practices in the context of the creative industries after the Covid-19 pandemic. Some of the main indicators observed include:

1. **Bureaucratic Efficiency.** Good governance practices are able to streamline bureaucratic processes related to creative industries. The integration of licensing services at the Industry Office is a clear example of how this approach speeds up the licensing process and reduces administrative constraints.

2. **Ease of Doing Business.** Through good governance practices, the environment strives to be friendlier. Efforts such as simplifying regulations and implementing information technology for licensing services create an atmosphere that supports business activities.
3. **Transparency and Accountability.** Good governance practices promote transparency and accountability in decision making. Participation in the policy formulation process provides an opportunity for various parties to provide input and better understanding.
4. **Stakeholder Engagement.** Good governance practices facilitate the participation of various stakeholders. By involving industry players and the public, policy formulation and program implementation become more inclusive.
5. **Increasing competitiveness.** The integration of good governance practices supports the increase in the competitiveness of the creative industries. Responsiveness to change and efforts to strengthen the competitive base help this sector compete in the global market.

Prioritizing bureaucratic efficiency, ease of doing business, transparency, participation and competitiveness, the application of good governance practices aims to spur the growth and resilience of Indonesia's creative industry after the pandemic.

The creative industry in Indonesia has promising potential, especially with the support of abundant natural and human resources. This sector's contribution to economic growth is reflected in a significant increase in Gross Domestic Product (GDP) and employment. Data from the Central Statistics Agency (BPS) shows a growing contribution from the creative industry to GDP, indicating a positive impact on the national economy.

The government plays an important role in encouraging the progress of the creative industries through the principles of effective good governance. Concrete steps have been taken, such as simplifying business licensing and investing in creative talent development. Field data illustrates that the government is trying to encourage the growth of this sector through various programs that involve creative industry players, creating an environment that supports development and innovation.

A positive trend can also be seen in exports of Indonesian creative products. Data from the Ministry of Tourism and Creative Economy shows a steady increase in the export value of creative products. This reflects the competitiveness of Indonesian creative products in the global market. Thus it can be emphasized that creative industries in Indonesia are not only potential, but also have a real impact on the economy



and employment. The government as the main stakeholder has taken strategic steps to encourage the growth of this sector through the principles of good governance and various initiatives. Field data and facts clearly illustrate the potential and positive contribution of the creative industry to the Indonesian economy.

Based on the results of this research and the collected field data, a significant impact is seen from the COVID-19 pandemic on the economic sector. Statistical data shows that the impact is not only limited to the health sector but also creates economic shocks that are evenly distributed throughout the world. In this context, several important facts emerged, namely:

1. **Impact of Lockdown Policy and Social Restrictions.** The implementation of lockdown policies and social restrictions on a large scale had a major contribution to the decline in economic activity. The GDP data indicates a significant slowdown in economic growth as a direct result of these measures.
2. **Challenges at the Beginning of the Pandemic.** Economic data for early 2020 when the pandemic began to penetrate Indonesia showed serious challenges in the economic sector. The decline in the manufacturing, trade and investment sectors was reflected in survey results and other economic indicators.
3. **Impact on Services and Tourism Sector.** The service and tourism sectors are the most affected. Sharp declines in the number of tourist visits, cancellations of major events and closures of tourism businesses such as hotels and restaurants are visible in the field data.
4. **Loss of Jobs and Income.** Data on employment shows that many people have lost their jobs and income, especially in the informal sector and MSMEs. This has an impact on people's purchasing power and overall economic growth.
5. **Economic Recovery Efforts.** The importance of collaboration between the public and private sectors in designing economic recovery strategies is also reflected in the data. Economic stimulus initiatives, social protection programs, and measures to support businesses have helped mitigate negative economic impacts.

Through this data analysis, it can be concluded that the COVID-19 pandemic has created a major impact on the Indonesian economic sector. Efforts to recover and build economic resilience in the future require cross-sector collaboration to address these challenges in an effective and sustainable manner.

The results of interviews with informants from the Makassar City Tourism and Creative Economy Service revealed the urgency of developing a creative economy as a

driver of economic growth, with long-term implications in overcoming the problems of unemployment and poverty. Informants emphasized the need to strengthen the competitiveness and skills of the younger generation to increase income and create new jobs. However, there are significant challenges in the creative industries and creative economy, especially during the COVID-19 pandemic.

The impact of this pandemic includes a decrease in people's purchasing power, which disrupts economic stability and has a negative impact on Micro, Small and Medium Enterprises (MSMEs) in this sector. In fact, some MSMEs were forced to stop their operations due to the difficult situation. Therefore, supporting and maintaining the continuity of the creative industry and the creative economy is a matter of urgency, given the crucial role played by this sector in spurring growth and providing opportunities for society in the midst of ever-changing dynamics.

Furthermore, the importance of collaboration between the public and private sectors in designing economic recovery strategies has become increasingly clear. Data from the interviews highlight the need for effective collaboration in formulating a targeted recovery plan. Through this synergy, planning can focus on concrete solutions that can help the creative economy sector recover and grow again. It is also important to recognize that in overcoming the obstacles faced by the creative industries and the creative economy, adaptive and innovative steps need to be taken. One of the efforts highlighted in the interview results is the use of technology as a tool to support recovery. By using the right technology, creative industry players can find new ways to adapt to changing situations, reach their target market, and make a positive impact on the local and national economy.

The role of the government, including the Tourism and Creative Economy Service and the Makassar City Industry Office, is very important in recovering the post-pandemic creative economy sector. The government's commitment to support the development of the creative economy needs to be strengthened through a sustainable strategy. The main focus of this strategy is to encourage innovation and creativity, which are the pillars in maintaining the continuity of the creative industry. In this case, the synergy between innovation and creativity plays a major role in driving the recovery of the creative economy more effectively.

One concrete step that can be taken by the government, including the Parekraf and Industry Offices, is to create an environment that encourages community participation in the development of creative industries. Collaboration with institutions that have the capability to promote creative industries also needs to be improved. By facilitating cooperation and exchange of ideas, governments can create beneficial synergies.

Besides that, the government also needs to revise regulations and policies that support creative economic growth. Support in the form of training, mentoring, and market access is also an important key to creating an environment that supports a sustainable creative economy ecosystem.

The Department of Tourism and Industry As government institutions that have a central role, the Department of Tourism and Industry has a major responsibility in designing and implementing this strategy. By working together synergistically, concrete steps can be taken to strengthen the creative economy ecosystem. Through this step, the creative economy sector can be reactivated post-pandemic, make a positive contribution to economic growth, overcome challenges faced, and improve people's welfare.

### **3.2. Capability Of Government Organizations in Implementing Post-Covid-19 Pandemic Creative Industry Resilience in Makassar City.**

Based on the results of research and data analysis conducted, several indicators were found in the context of the post-Covid-19 pandemic tourism and creative economy sector, as follows:

1. **Response to Government Regulation.** The results of the study show that the response of tourism industry and creative economy players to government regulations is very positive. The regulations implemented, such as accelerating the vaccination program, easing travel regulations, and implementing the CHSE program, are considered as steps that support the recovery of this sector. Industry players welcome the government's efforts to create a friendlier environment and allow tourism and creative economic activities to resume.
2. **Adaptation, Innovation and Collaboration.** The ability to adapt, innovate and collaborate was identified as a key factor in driving full recovery for actors in the tourism and creative economy sectors. Many industry players have taken creative steps to adapt to new situations, such as changing business models, presenting virtual experiences, or innovating the services they offer. In addition, collaboration between industry players, government and related institutions is also an important strategy in overcoming common challenges and creating effective solutions.
3. **Contribution to National Economic Recovery.** In the context of national economic recovery, the tourism and creative economy sectors have the potential to make a significant contribution. The regulatory and adaptation measures taken by industry

players are expected to help restore people's purchasing power and revive the local economy. As a sector that can create jobs and increase income, the role of the tourism and creative economy sectors is becoming increasingly important in maintaining the stability and growth of the national economy.

Thus, through a positive response to regulations, adaptability, innovation and collaboration, as well as contributing to the recovery of the national economy, the tourism and creative economy sectors are expected to be able to play a crucial role in overcoming the impact of the Covid-19 pandemic and bringing this industry towards a better recovery.

The closure of a number of tourist destinations due to a lack of visitors has become the starting point for significant changes in the tourism sector in Indonesia. Data compiled from the Office of Tourism and Creative Economy shows that the number of domestic and international tourists has decreased sharply during the COVID-19 pandemic. This encourages awareness for tourism industry players to switch and integrate technological innovations. This effort is proven by the adoption of various online platforms to promote tourist destinations virtually to attract visitor interest. In fact, some popular tourist destinations and attractions have started running virtual tours, which in turn shows that the use of technology can be a solution to keep visitors connected to these destinations even in a pandemic.

The impact of changing tourism trends is not only felt in the tourism industry itself, but also spreads to the creative economy sector, especially culinary entrepreneurs. Data from the Indonesian Restaurant and Catering Association (APRINDO) notes that most restaurants and food stalls have experienced a drastic decline in revenue during the lockdown period. In responding to this challenge, many actors in the culinary sector are taking innovative steps by providing online food ordering services. Through online platforms, they can continue to sell food and drinks to consumers even though their restaurants or shops are closed for dine-in. This reflects a smart adaptation in the face of changes in consumer behavior that are more shifting to online transactions.

When analyzing the impact of changing trends and challenges of the pandemic on the tourism and creative economy sectors, collaboration is also a factor that cannot be ignored. Based on discussions with industry players in the field, it appears that collaboration between various parties, such as the government, technology companies, business actors, and the community, is a key trigger in overcoming this change. Various initiatives such as the joint creation of a virtual tour application, the simultaneous development of a local culinary product marketing platform, and the support of the local community in maintaining the cleanliness and safety of tourism destinations, all

reflect the spirit of collaboration to maintain and revive the tourism sector and the creative economy amidst the challenges it faces.

The tourism industry has a central role in post-Covid-19 economic recovery efforts by providing encouragement to the creative industry sector and creating new job opportunities. 2022 will prove to be a crucial moment in the journey of recovering the tourism industry and creative economy in Indonesia. The success of holding the International MotoGP event in Mandalika is a bright spot, accelerating the flow of visits from within the country and abroad and providing revitalizing energy in tourism mobility, overcoming challenges previously faced.

Related to this, Economic Recovery through the Tourism Industry and the Creative Economy includes:

1. **The Central Role of the Tourism Industry.** The tourism industry has a central role in efforts to recover the economy after the Covid-19 pandemic. Apart from being a source of state income, the tourism industry also stimulates the growth of the creative industry sector and creates new jobs.
2. **Momentum for 2022.** 2022 has important meaning in the process of recovering the tourism industry and the creative economy in Indonesia. The successful International MotoGP event in Mandalika became a historic moment that triggered a steady stream of tourist visits, both domestic and foreign, which provided a significant boost in the recovery of tourism mobility.
3. **Impact of the Pandemic.** The Covid-19 pandemic has had a significant impact on the tourism industry and the creative economy. The closure of tourist destinations and travel restrictions hampered economic activity in this sector. Many actors in the tourism and creative economy industries face adverse challenges, including a decline in people's purchasing power.
4. **Adaptation and Innovation Strategy.** Tourism industry and creative economy players are responding to the impact of the pandemic by adapting and innovating. Implementation of health and hygiene regulations (CHSE), relaxation of travel regulations, and development of online services are part of adaptation efforts to meet security demands and market needs.
5. **Collaboration as Key.** Collaboration between the public and private sectors is a key factor in the recovery of the tourism economy and the creative economy. This collaboration is realized in holding major events such as the International MotoGP

in Mandalika, which has a positive impact on the growth of the tourism industry and the creative economy.

6. Connection with Creative Industries. The creative economy industry, including the culinary sector, is also feeling the impact of changing tourism trends. Culinary businesses are faced with demands for innovation, such as online food ordering services, as a response to changes in consumer behavior and changing mobility needs.
7. Adaptation, Innovation and Collaboration. The key factors in the recovery of the tourism economy and the creative economy are adaptation, innovation and collaboration. The ability of industry players to adapt to change, to innovate in providing services according to needs, and to establish productive collaborations is an important foundation in overcoming challenges and reviving this sector after the pandemic.

Change is a core element in the concept of dynamic governance or dynamic governance. This concept describes how the government must be able to adapt quickly to environmental changes that are constantly changing. In today's challenging and dynamic environment, adaptation is the key to running an effective government.

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## 4. Conclusion

1. In the post-Covid-19 pandemic context, the culture of government organizations in Makassar City, including the Tourism and Creative Economy Service and the Industry Office, have succeeded in implementing the principles of good governance extraordinarily effectively. As a result, policies have been created that are in line with the development needs and resilience of the creative industry sector in dealing with the impact of the pandemic. Through strong good governance practices, a system is formed that is able to take into account the various interests

of industry players, and produce policies that provide real support and benefits to society.

2. The adaptive ability of government institutions in designing resilience strategies for creative industries after the Covid-19 pandemic in Makassar City, as revealed in the research results, highlights the urgency of implementing effective and integrated good governance. This clearly has a significant positive impact on the resilience of the creative industries. Awareness of the essence of bureaucratic restructuring and bureaucratic adaptation is the main key in optimizing the role of bureaucratic institutions to strengthen economic development and resilience, especially in the creative industry sector. Therefore, the Covid-19 pandemic provides a valuable opportunity for creative industries to strengthen their resilience through strong and consistent implementation of good governance.

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