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THE INFLUENCE OF COLLABORATIVE GOVERNANCE AND COORDINATION ON ORGANIZATIONAL PERFORMANCE IN THE PROCESS OF INFRASTRUCTURE DEVELOPMENT FOR ECONOMIC EMPOWERMENT IN THE CITY OF BEKASI

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Abstract

The main problem in this research is the performance of organizations in infrastructure development for economic empowerment in Bekasi City has not increased which is assumed by Collaborative Governance and coordination that has not been implemented effectively. The research method used was an explanatory survey method with a quantitative approach. Research shows that collaborative governance and coordination to simultaneously deliver a huge influence (86,2 %) and significant impact on the performance of the organization in the development of infrastructure in the public interest in Bekasi. Organizations on the development of infrastructure in the public interest in Bekasi was not only influenced by collaborative governance and coordination alone but there are other variables that come to influence the amount of (13,8 %). Partially Collaborative governance in the process of infrastructure development provides the smallest and most significant influence on the performance of organizations in infrastructure development for the economic empowerment to public interest in the City of Bekasi compared to coordination of 34,3 %. The dimensions of the Collaborative governance that provide the most impact to the smallest of the performance of the organization in order are the dimensions of the system contexts (13,7 %), drivers (9,3%) and dimensional dynamics collaboration (4,0%). Partially the coordination in the process of infrastructure development has the most significant and significant influence on the performance of organizations in infrastructure development for the public interest in Bekasi City

Keywords: government collaboration, coordination, organizational performance

1. Introduction

Infrastructure development is one important aspect to accelerate the development process in the Merangin Regency area. Infrastructure development has also become an important role in the influence of economic growth and social activities. This is because economic progress and growth cannot be separated from the availability of infrastructure such as transportation (roads and rails), buildings, communications; transportation services (stations, ports, airports etc.). With this sector development becomes the basis for further economic development. Infrastructure is the most important position for the ongoing activities of residents of an area, with adequate facilities the community is able to carry out

activities well. For developing countries like Indonesia, infrastructure development is one of the main prerequisites that must be met for increase economic growth. Infrastructure development can be an answer to various needs of the country including overcoming the problem of poverty, improving the quality of life community, opening isolated areas, increasing the accessibility of goods and services, reducing production costs, and can be a special attraction for investors. In an effort to provide infrastructure, there are two approaches that can be used as a step to determine its development policy. First, the provision of infrastructure based on needs (demand approach), including the need to maintain the infrastructure that has been built. Second, the

provision of infrastructure to encourage the growth of economic activity in a particular area (supply approach).

However, if the available funds are limited, the priority is more directed to the first approach (demand approach). To anticipate this, according to Ansell & Gash (2007) that the Collaborative Governance mechanism as a governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policies or manage public programs or assets. Therefore the decision making process, joint and deliberative commitment becomes an important point for all stakeholders involved in the innovation of strategic collaborative governance policies. Based on the need for infrastructure development for the public interest in Bekasi City which is quite urgent and requires substantial budget funds where funding allocations are limited from the Bekasi City Regional Budget, collaborative funding for infrastructure development from other parties is needed such as the West Java Provincial Regional Budget, the Provincial Budget DKI and private party funding Corporate Social Responsibility (CSR) programs.

Realizing the achievement of infrastructure development for the benefit of the public / general public in the city of Bekasi, coordination with various work units of the regional apparatus and the community is very important because one may not be able to do their own work, and the success of building such coordination is influenced by the strength of horizontal and vertical relations.

The establishment of this coordination between fellow employees and with higher leaders will

2. 1 Method

The research method used was an explanatory survey method. With a quantitative approach. The selection of this method is based on the opinion of Singarimbun & Effendi (1997: 2)

basically provide benefits in achieving performance targets for the organization. First, mutual understanding of the character of each other's colleagues, including with the leader and the reverse direction, makes the leader know that underneath. Second, mutual understanding of job descriptions and the stage of implementation of a job led by a supervisor or work that requires teamwork. Third, building cooperation in a compact work team so as to create group dynamics.

Fourth, minimize the occurrence of horizontal conflicts and vertical conflicts. Fifth, creating a harmonious work environment as well as a work culture that affects an increase in performance in each organization

For example, the implementation of development financed by the West Java Province APBD such as the Construction of the Bekasi City Arts Building, the DKI Provincial APBD such as the construction of the Ciketing Udik Health Center, and sources of funding from CSR such as the Construction of a New Class Room at SMA Negeri 10 Bekasi. However, it is recognized that in implementing Collaborative Governance there are still a number of problems encountered, including: (1) conflicts of interest that can lead to differences between program goals and community / private goals, (2) internal factors such as education and skill levels, social status, and number of family dependents, (3) external factors such as the influence of local authorities and incentives from institutions outside the region. The current collaboration policy is only limited to providing infrastructure. The aforementioned problems, researchers suspect are caused by Collaborative Governance and coordination that have not yet realized organizational performance in infrastructure development for the public interest in Bekasi City.

that "the explanatory survey of a method not only explains or illustrates the empirical facts encountered in the field but will also explain the analysis of both partial and simultaneous impacts between variables that are the focus of research". This research was conducted using a

quantitative approach. Viewed from the level of research, this study is *verification* because it tests hypothesis. Based on the form placed on *causality* research (causal relations).

Where it is intended to investigate the causal relationship between the variables of *Collaborative Governance* and coordination ¹th organizational performance in infrastructure development for public use in the City of Bekasi.

7

3. Results and Discussion

3.1 Research Results

3.1.1 Analysis of research hypotheses

1. First research hypothesis: The effect of *Collaborative governance* (X_1) and Coordination (X_2) on Organizational Performance (Y)

In the structure of the main is how big the influence of variable *Collaborative governance* and coordination to variable organizational performance. The analytical method used in discussing hypotheses is the *Structural Equation Model* (SEM). The results of the *Structural Equation Model* (SEM) in the path coefficient structure can be seen in the following figure:

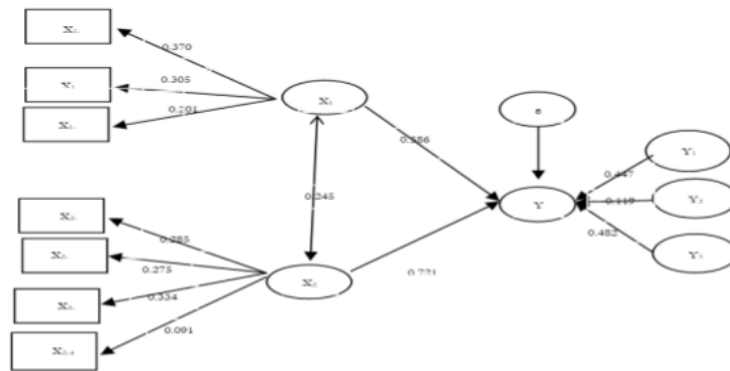


Figure 3.1.
Complete SEM diagram.

Based on the Complete SEM diagram, the magnitude of the path coefficient of *Collaborative governance* (X_1) and Coordination (X_2) on Organizational Performance (Y) can be written as structural equations, namely:

$$Y = 0.586X_1 + 0.721 X_2 + \epsilon$$

X_1 = Collaborative governance

X_2 = Coordination

Y = Organizational performance

ϵ = Epsilon

Based on the structural model, it can be seen that the path coefficient of the exogenous latent variable to the endogenous latent variable is positive. Positive coefficients indicate that *Collaborative Governance* variables will partially improve organizational performance. In the structural model of organizational performance, if *collaborative*

governance increases by one unit, it will increase organizational performance by 0.586. Similarly, coordination will improve organizational performance by 0.721 units. The magnitude of the influence of the two variables above can be seen more clearly in the following figure:

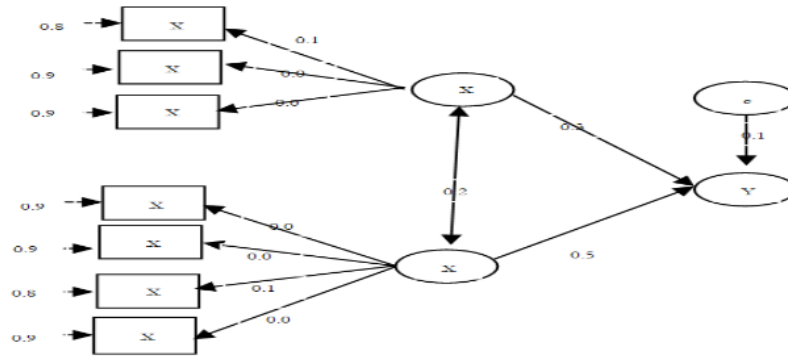


Figure 3.2.

Model Structural Effect of Variable Collaborative governance X_1 and Coordination X_2 against the organization's performance (Y)

With the total effect of the two variables at 0.862 or 86.2 %, the error for this model is 0.138 or 13.8 % due to variables outside the study.

2. Second research hypothesis : The effect of *collaborative governance* (X_1) on organizational performance (Y)
The unidimensional dimensioning model for latent variables *Collaborative governance* predicted by the System

Contexts dimension (X_{1-1}), *drivers* (X_{1-2}), *dynamics collaboration dimensions* (X_{1-3}) can be stated as follows:

$$X_{1-1} = 0.370X_1 + \epsilon$$

$$X_{1-2} = 0.305X_1 + \epsilon$$

$$X_{1-3} = 0.201X_1 + \epsilon$$

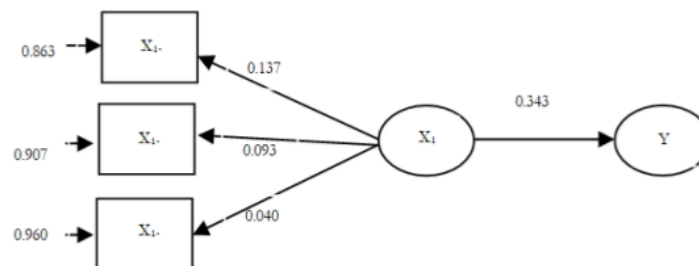


Figure 3.3
The magnitude of the effect of latent variables
Collaborative governance (X_1)

Based on the *confirmatory analysis factor* model, the magnitude of influence for the latent variable *Collaborative governance* X_1 predicted by the *System Contexts* dimension (X_{1-1}), *drivers* (X_{1-2}), *dynamics collaboration* dimensions (X_{1-3}) can be described as the following:

From the model and the picture above can be seen that the dimensions of the greatest coefficient of the track (*standardized*) is the dimension *System Contexts* (X_{1-1}) by 0370, with the influence of the variables predicting *Collaborative governance* X_1 is 13.7 %, and the error pengdimensinya 86.3 %. While those with the smallest path coefficients are dimension *dynamics collaboration* (X_{1-3}) is 0201, so the magnitude of the effect in predicting variable *Collaborative governance* X_1 amounted to 4.0 %, while the remaining 96.0 % was in error pengdimensi.

The results of the path coefficient *confirmatory factor analysis* (CFA) model showed a significant effect, as shown in table 4.33 above the calculated T value (CR / *critical ratio*) all above the required critical value, $CR \geq 2$. So it

can be concluded that the variable *Collaborative governance* can be used to predict organizational performance variables.

3. Third Research Hypothesis: The Effect of Coordination (X_2) on Organizational Performance (Y)

Unidimensional models for latent variables X_2 coordination variables predicted by dimensions give clarity of authority and responsibility (X_{2-1}), supervision, observation and assessing habits of conflicting elements (X_{2-2}), effective communication facilities (X_{2-3}) and coordination as one of the leadership capabilities (X_{2-4}) can be stated as follows :

$$X_{2-1} = 0.285X_2 + \epsilon$$

$$X_{2-2} = 0.275X_2 + \epsilon$$

$$X_{2-3} = 0.334X_2 + \epsilon$$

$$X_{2-4} = 0.091X_2 + \epsilon$$

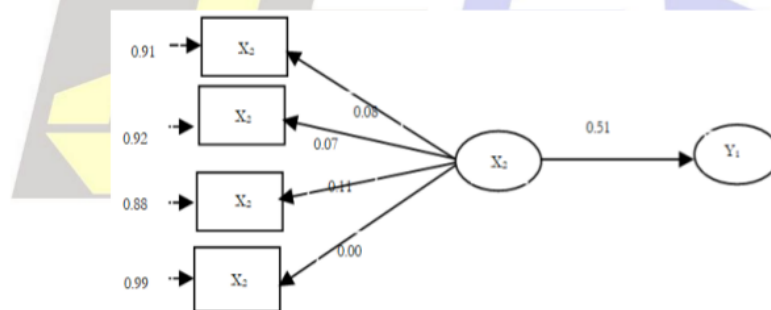


Figure 3 4.
The magnitude of the influence of the Coordination Latent Variable X_2 .

From the dimensioning model and the picture above it can be seen that the dimension of the greatest path coefficient (*standardized*) is the dimension of effective communication facilities (X_{2-3}) of 0.334, with the magnitude of influence in predicting

the coordination variable X_2 is 11.1 %, and the error of its dimension is 88.9 %. While those with the smallest path coefficients are dimensional coordination as one of leadership abilities (X_{2-4}) is 0091, so the magnitude of the effect in predicting

variable coordination X_2 it amounted to 0.8 %, while the remaining 99.2 % was in error pengdimensi.

3.2 Discussion of Research Results

3.2.1. Discussion InSimultaneous Effect of *Collaborative Governance* and Organizational Performance against Coordination Process Infrastructure Development for Public Interest in Bekasi.

The results of research on *Collaborative Governance* and Coordination of Organizational Performance in Infrastructure Development for the Public Interest in Bekasi City, show that the synergy of infrastructure development has been in line with the development of the Bekasi City area, the substance of which requires the involvement of several parties, not just the government, but a *Collaborative governance* agenda that is built with both so as to be able to improve organizational performance in supporting infrastructure development for public use in the City of Bekasi. Collaboration begins and develops in a multi-layered context ranging from politics, law, social economy, and environment. The context of this external system creates opportunities and obstacles in *Collaborative Governance* when implemented. Not only does the overall system context form *Collaborative Governance* but the regime itself, can also influence the system context through the impact of collaborative action.

The results of the study note that several key elements in the context of the system might distinguish or influence the nature and prospects of *Collaborative Governance*, including the condition of resources that need improvement, improvement, or limitation; policy and legal frameworks, including administrative, regulatory or judiciary; previous failures to resolve problems through conventional channels and authority; political dynamics and power relations in society and at the government level; the level of connectedness in and all existing

networks; historic level of conflict between recognized interests and the level resulting from trust and impact on employment relations; and socioeconomic and cultural health and diversity. The analysis proves the threats faced, organizational opportunities, businesses and capacities owned, as well as uncertainties play an important role in improving the quality of services and infrastructure development in the City of Bekasi. This is evident that the impact of *Collaborative Governance* and

Coordination on Organizational Performance on Public Interest Infrastructure Development in Bekasi City is very significant on the holistic development in Bekasi City. The leadership role that has commitment and consistency to advance the region through the development of urban areas, needs to immediately set guidelines and technical guidelines for the development of urban areas of the City of Bekasi, as a consensus so that *collaborative governance* can be implemented to facilitate the development of urban areas of the City of Bekasi. Another commitment is that the local government has the duty and responsibility to make it successful, then in compiling the programs needed in the context of urban development that are determined by the Mayor's regulation.

As a manifestation of the influence of *Collaborative Governance* is assessed and becomes the basis of urban area development, then infrastructure development is a combination of development between the areas of Bekasi City. The drivers dimension in the context of *leadership elements* and describing leadership in the context of the central government, and regional governments, must be able to map in the midst of the diversity of interests and identities possessed by each region of Bekasi City. The principle of collaboration will benefit all parties. In terms of resources, there is potential for sharing and utilizing the limited resources available. This is what is called the *capacity for Join action* as one of the elements of *Collaborative dynamics*.

The current empirical conditions open up more open and participatory infrastructure development opportunities that are mutually

		mobilizes , facilitators, and policy implementers
	Bapeda	Monitoring and evaluation
Private	Corporate	Tool provider

	Business Group	Providers of market access, promotion and partnership
Civil Society	Public	Affected Communities in Minapolitan

Source: Processed by Researchers, 2019

The table above can see that each role among stakeholders has characteristics that correspond to capacity, but the obstacles that arise can be from non-technical factors. Many, it sometimes causes misunderstanding in the implementation of collaboration and coordination.

Based on the results of the study as explained previously that *Collaborative governance* and *coordination* simultaneously provide a very large and significant influence on the performance of organizations in infrastructure development for public use in the City of Bekasi. This implies that *Collaborative governance* and *coordination* that have so far been carried out by the Office of Housing, Settlement and Land Areas, the Office of Education, the Office of Spatial Planning and the Department of Spatial Planning and Cooperation and Investment are very dominant and decisive in improving organizational performance in infrastructure development for the public interest in the city of Bekasi. Besides that, in this research it can also be explained that *coordination* provides the greatest and most significant influence on organizational performance compared to *collaborative governance*. This implies that *coordination* is one of the factors that provide the most decisive contribution in improving organizational performance in infrastructure development for the public interest in the City of Bekasi.

2.2. Unexamined Variables

Based on the results of research and discussion, that the simultaneous impact of *Collaborative governance* and *Coordination* Effect on *Organizational Performance* in the

Development of *Public Interest Infrastructure* in the City of Bekasi, obtained a significant impact. This proves that the variable of *organizational performance* in Bekasi City was not only influenced by the variables of *Collaborative governance* and *coordination*, but there were other variables that also influenced it by 13.8%, and empirically had a positive and significant influence

3.2.3. Partial Discussion on the Effect of Collaborative Governance on Organizational Performance on Infrastructure Development in the Public Interest in Bekasi City.

The results of the study can be explained that the effect of *Collaborative Governance* on *Organizational Performance* in Bekasi City is 34.3%, has a positive and significant role consisting of the *System Contexts, Drivers and Dynamic Collaboration* dimensions.

a) System Context Dimensions Influence on Organizational Performance the in fluency of Collaborative Governance with System.

Contexts on *Organizational Performance* in the Development of *Infrastructure for the Public Interest* in the City of Bekasi, has a positive influence on improving organizational performance. In improving organizational performance is a process to be achieved by the Bekasi City government agencies in accordance with the goals set by the Bekasi City Government parent organization, and is able to be implemented optimally.

b) Drivers Dimensions Influence on Organizational Performance the effect of Collaborative Governance with Drivers.

Dimensions on *Organizational Performance* in *Public Infrastructure Development* in Bekasi City, has a positive influence on improving organizational performance. Therefore,

community-oriented development provides an opportunity for every member of the community to participate in the development process and enjoy the results of development according to their level of ability. The development goal with a participatory approach is in order to accelerate the creation of a development climate that encourages efforts to provide space and wider access for the community to participate in determining the direction of development policies that suit their needs.

3.2.4. Partial Discussion of the Coordination of Organizational Performance in Infrastructure Development for the Public Interest in the City of Bekasi

The results of the study can be explained that the effect of *Collaborative Governance* on Organizational Performance in Bekasi City is 34.3%, has a positive and significant role consisting of the *System Contexts, Drivers and Dynamic Collaboration* dimensions.

c). Dimensions of Dynamic Collaboration Impact on Organizational Performance

The analysis and empirical results note that the effect of *Collaborative Governance* with *dynamic collaboration* on Organizational Performance in Infrastructure Development for the Public Interest in Bekasi City is very positive and significant. The success of an organization's performance in achieving its goals and targets requires important elements outside the organization that also influence the organization. These elements can be exemplified such as the community, government, government policies and regulations, competitors, and others.

In the organizational structure the influence of *Collaborative Governance* with *dynamic collaboration* on Organizational Performance in the Development of Infrastructure for the public interest in the City of Bekasi, which has an organizational internal correlation, is dynamic at work, and is conducive to work, can run well, that is the organization's strategy to achieve its objectives, the technology used ,

members and people involved in the organization and the size of the organization runs in line with the target parent organization.

Looking at the empirical side of the role of the SKPD as the organizer of infrastructure development in the City of Bekasi, supervision, observation, and assessing the habits of elements that are not in conflict are imperative in establishing coordination with related SKPDs, as institutions that have the same role in carrying out local government programs, particularly in development urban infrastructure which has been an urban problem in big cities in Indonesia. The implementation of the program that becomes the agenda of the City of Bekasi, in coordination of each SKPD, there is a need for supervision, observation, and assessing the habits of elements that are not contradictory, this becomes important to be built so as to provide constructive support for the success of the program which is the agenda of the Bekasi City government, because In implementing the policy, it must also be supported by a firmer explanation of work procedures, and balanced by every apparatus that works seriously. From that aspect, the targets produced are closer to reality as the organizational goals of each SKPD

Community participation in city development carried out by the government is said to be successful, when community empowerment is in line with the program's activities. In addition, in implementing empowerment, good communication is very important to interact between officials and between communities so harmony occurs. Lack of communication can trigger disputes and lack of information in the process of community empowerment in participating in the development of the city's infrastructure. To improve the quality of communication between the community and the apparatus, the best choice is not only to utilize formal institutions at the village level, but also to use non-formal institutions, especially at the RT and RW levels. Citizens meeting between RT levels, PKK groups and youth groups from various sectors should be used as communication media for the Bekasi City government with the community.

The attitude of researchers in research related to the influence of *collaborative governance* (Balogh, 2011) and coordination (Mc. Farland, 2009) influence on the performance of the organization in the development of infrastructure in the public interest, is to find *kebaharuan* (*Novelty*), that for the effective implementation of the *Collaborative governance* and coordination and its influence on *organizational performance* on infrastructure development in the public interest requires the capacity to carry out joint actions that are conceptualized by a combination of four important elements namely: institutional procedures and agreements, leadership, knowledge and resources . These elements must be adequate in achieving mutually agreed objectives:

a) Procedures and agreements institutions (procedural and, institutional arrangements)

Various procedures and protocols, as well as collaboration structures are needed in the management of interactions between actors. While the dimensions of a collective agreement are general rules (ground rules), protocols in activities (operating protocol), rules for making decisions (decision rules), and so on that might be formed. Often the agreements that exist in collaboration are initially informal, but over time, formalities are needed, such as the formation of legislation or legal formalities that form a legal umbrella for collaboration.

b). Leadership (leadership)

Leadership plays an absolute important role in collaboration. The various roles of leaders during the collaboration process are (1) as a party to explore support for collaboration, (2) initiating meetings, (3) facilitators and mediators, (4) representations of actors, and overall collaboration, (5) knowledge distributors, (6) encourage the use of technology in collaboration, and (7) advocate for the public. The other main role of the leader is how his actions when pushing deliberation or overcoming conflict, and how to increase the determination of the actors towards the goals of collaboration

(carried out during the collaboration process).

c). Knowledge (knowledge)

Knowledge is a combination of information by understanding that information and adding capabilities. Knowledge leads to action, but knowledge can also inform or confuse. Even more important is how to distribute knowledge and the actors use it, so it is useful for the collaboration process.

d). Resources (resources)

The exchange or pool of resources is one of the advantages of collaboration. Resources are financial funding, time and role sharing, technical and administrative support for conducting activities, mutual assistance, the need for collaboration analysis expertise, and implementors in the field, as well as expert needs. In collaboration there is always a big difference in resources between actors (resource disparities). Measurement of the effectiveness of resources is seen from how the ability of the elements of collaboration (leaders, actors, and individuals) do resource management based on these differences. In practice it is very complicated and not easy, because it is influenced by other elements, namely the existence of procedures and institutional agreements that are made whether to accommodate it, how the role of leaders and the distribution of existing knowledge encourage the exchange of resources and whether collaboration forms the mechanism of resource management.

1. Conclusion

Collaborative governance and coordination simultaneously have a very large and significant influence on the performance of organizations in infrastructure development for the public interest in the City of Bekasi. This implies that *Collaborative governance* and coordination that have so far been carried out by the Office of Housing, Settlement and Land Areas, the Office of Education, the Office of Spatial Planning and the Department of Spatial Planning and Cooperation and Investment are very dominant and decisive in improving organizational performance in

infrastructure development for the public interest in the city of Bekasi. Besides, the performance of the organization in the development of infrastructure in the public interest in Bekasi was not only influenced by the *Collaborative governance* and coordination of sheer will, but there are other variables that come influence.

In this context the leadership lacks the ability to coordinate with the community, especially with regard to the implementation of development programs that have disturbed the community, for example land acquisition and others.

Actually, the community will support all the programs that are rolled out by the government, when socialization is carried out intensively, community understanding of urban development is sometimes different according to what they perceive, and this requires a persuasive approach to the community so that all citizens will realize the importance of city development. The range of management or range of control is the ability of leaders or managers to coordinate effectively which is largely dependent on the number of subordinates who report to him

The government needs to coordinate intensely so that development can proceed in a sustainable manner. Thus, the effect of Coordination on Organizational Performance on the Development of the Infrastructure of Bekasi City, in building clean and beautiful cities can be realized in accordance with the Bekasi City development plan

Collaborative governance in the infrastructure development process partially provides the smallest and most significant influence on the performance of organizations in infrastructure development for the public interest in the City of Bekasi compared to coordination. This means that collaborative governance in the process of infrastructure development is less dominant or less decisive in improving organizational performance in infrastructure development for the public interest in the City of Bekasi. The Collaborative governance dimension that gives the biggest to the smallest influence on organizational

performance sequentially is the dimensions of the system context, drivers and dynamics collaborative dimensions.

1 Coordination in the process of infrastructure development partially provides the greatest and most significant influence on the performance of organizations in infrastructure development for the public interest in the city of Bekasi compared to *collaborative governance*. This implies that coordination is one of the factors that provide the greatest contribution in improving organizational performance in infrastructure development for the public interest in the City of Bekasi. The dimensions of coordination that influence the greatest to the smallest on sequential organizational performance are the dimensions of effective communication facilities, the dimensions provide clarity of authority and responsibility, the dimensions of supervision, observation and assessing the habits of conflicting elements and the dimension of coordination as one of the leadership capabilities .

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