



## Collaboration Government Private and Public (Case Study of Airport Infrastructure Development Kolaka District Southeast Sulawesi)

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**ABSTRACT :** *This study aims to describe and analyze the collaboration of government, private and community in the development of airport infrastructure in Southeast Sulawesi Kolaka. The approach used is qualitative-descriptive case study method. Informant is the government, private and public. Data were obtained through participant observation and in-depth interviews with informants and search documents. The technique of data analysis is an interactive model which consists of four activities namely data collection, data reduction, data display and conclusion drawing /verification. The results showed that : (1) Collaboration of government, the private and the public in the development of airport infrastructure as an alternative to solve the problem of the government budget constraints and forms of responsibility and commitment to the region. (2) Collaboration is based on mutual agreement with the consensus agreement mechanism. Not based on a formal contract (3) Communication in collaboration process conducted reciprocal or two-way communication (two-way communications). (4) The relationship is built on the principles of collaboration that emphasizes democratic values of equality, freedom of ideas and thoughts. (5) The power of the government be directed to establish interaction with the private and the public, this has implications for the private and the public trust in the government. (6) Commitment the key to successful operation of air transport services. Government's commitment to creating an investment climate, business and community commitment of support resources in the form of non-rock material.*

**Keywords:** *collaboration, collaborative public management, governance and public services*

### I. INTRODUCTION

The emergence of the concept of governance to bring the influence of government in governance practices. Government bureaucracy and the response should be more innovative in responding to the needs and desires of the community. Society should be seen as having the role of government and partner in governance and public services. Therefore, public participation in the administration of public services is a must.

This fits the view King and Stivers (1998) cited Keban (2008:247)[1] that the administrators should see the people as citizens (not as a customer) so as to loosen the sharing of authority and control as well as confidence in the effectiveness of collaboration. According to Rhodes and Mars (1992) in Pratikno (2008:5)[2], the relationships among the actors in governance referred to as network theory. Network theory is based on the assumption that the relationship of the actors that are interdependent with each other (interdependence). In Kolaka , since 2003 began organized participatory management of public services. The three pillars namely the government , private sector and community participation cooperate in the implementation of community service programs through the community development movement prosperous (GERBANGMASTRA). GERBANGMASTRA program is a government policy Kolaka in improving public services through the accelerated development of physical and non-physical with the principles of empowerment and mutual cooperation.

One of the development undertaken is the development of airport infrastructure includes runway ( runway ) along 1,400 x 35 meters ; taxiway construction (connecting road between the runway with the court of the aircraft) 80 x 20 meters long, apron (aircraft parking) measuring 100 x 80 meters and the construction of semi- permanent building as an office and waiting room. Construction of the airport infrastructure, not fully use the revenue expenditure budget area (budget) as well as national spending income budget (Budget). But the

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development of airport infrastructure is done through " **surgical airports** " governance by empowering the three actors (government , private and community). Financial constraints to be one of the factors that the government establish cooperation with the business world and society.

Based on these descriptions, it is directed to study the problem: how the collaboration of government, private and community in the development of airport infrastructure in Kolaka Southeast Sulawesi?

## **II. RESEARCH METHODS**

The approach used in this study is a qualitative approach to the type of case study research. Phenomenon to be studied related to the process of collaboration and collaborative management model in the development of airport infrastructure in Kolaka. In the collaborative process will be described the real situation occurring reason collaboration between government, private sector and communities in the air transportation services and analyze how these collaborations.

Data collected in the study consisted of two types, namely primary data and secondary data. Secondary data were obtained from government offices Kolaka and primary data is data obtained through interviews. In broad outline the data analysis to be performed in this study will be analyzed using an interactive model that consists of data reduction, data presentation and withdrawal /conclusions.

## **III. RESULTS AND DISCUSSION**

To answer the collaboration of government , private and public airports in infrastructure development in Kolaka, the author refers to the views Huxham and Siv Vangen ( 1996:5-17 )[3] who suggested six inter-organizational collaboration processes , namely : ( 1 ) Managing aims , ( 2 ) Compromise, ( 3 ) Communacation, ( 4 ) Democracy and equality, ( 5 ) Power and Trust (6) Determination, commitmen and Stamina.

Based on the results of the study revealed the reasons for the collaboration of government, private and community in the development of airport infrastructure in Kolaka, based on : first as an alternative to solve the problem of limited budget while the government owned public need for the higher good service. So the government realized Kolaka alternative private and public involvement is important in the implementation of development costs in the airport. Second, private sector involvement or participation in air transport services is a form of responsibility and contribution of the private sector in development in the area. The private sector is not only looking to profit from the investment in the area, but the private sector should have responsibility for the welfare of society. Third ; involvement of the private and the public to overcome the limitations of transport infrastructure, especially air transport sector.

Patterns of cooperation that are mutually beneficial collaboration because the government serves as a mentor , adviser and as a motivator. The government would perform the function of a regulator and facilitator who directs the process and development purposes. Mechanism design and implementation of airport infrastructure development and formal procedural requirements because each party has the same thoughts about the impact of the presence of the airport. So collaboration is not based on a formal agreement or contract.

Airport infrastructure development in Kolaka was instrumental in the survival of mining companies , especially in supporting activity investment in the region. Airport infrastructure can facilitate the mobilization of goods and services. For Kolaka government, facilitate access to transportation in supporting the tasks of government to the central government and other areas. While the impact is felt by the public , the existence of these airports can improve their welfare by the growth of a wide range of economic activities. Before the air transport infrastructure is built, access to out - Kolaka Makassar South Sulawesi felt very inefficient because they have to take advantage of the access road transport which takes 3 ( three ) to 4 ( four ) hours through the provincial capital of Kendari in Southeast Sulawesi and time 14 hours by sea transport. With access to the air transportation shorten the travel time of up to 2 ( two ) hours to Ujung Pandang, South Sulawesi.

Promoting airport development planning consultation mechanism thereby eliminating bureaucratic and procedural structures. This has an impact on the efficiency in the completion of development time which only takes about 11 (eleven) months. In the construction of airport infrastructure, the government Kolaka together openly in the forum expressed a desire to provide services to the air transport infrastructure participation model because the government does not have sufficient funds. Being private and public participation in the development of amorphous material because the government does not require participation in the form of money. Form of private participation such materials crushed stone, sand, soil embankment, asphalt and heavy equipment into labor while society and liberate the land portion of their compensation in accordance with the standards of the government. While the government prepares operational costs for land acquisition and construction of semi-permanent buildings for office and waiting room worth Rp 4.2 billion.

In development, the concept of transparency is in support of the operational aspects of development activities. So there is no process of bargaining and negotiation between the government and the private sector in

the construction of the airport. The government does not demand forced the private sector to participate in the development of airport infrastructure. Then, was not burdened with a private number and volume of donated material assistance but is based on the ability of individual entrepreneurs (private). The business community wants to be involved in the development of airport infrastructure, driven to build awareness of the area as a form of corporate responsibility that has been invested in Kolaka.

Government to raise awareness of private open spiritual and emotional intelligence. Spiritual intelligence in touch with the basic issues of religion that builds airports together supposing build a bridge to heaven. In Ar - Ra'd letter verse 11 , Allah says that " Allah does not change the fate of something unless they change their own destiny ". While intelligence emosial, provide insight to businesses that invest in Kolaka not only for profit (profit) but more specifically the employer must show a sense of belonging , love the area and the community Kolaka.

Local knowledge was used as a foundation, pillars and adhesive tools Kolaka government and society. Kolaka regional development philosophy is based on the spirit of the area that shows his identity as : (1) the area of struggle ; meaning people always have the soul and the spirit of patriotism and uphold the noble values of the national culture. Kolaka entire community has the spirit or the spirit of struggle in building a society that is based on the spirit of heroic Kolaka the 19 November 1945 incident in maintaining Kolaka area from invaders. (2) the area of culture ; development carried out by creating meaningful innovations still based local wisdom and culture and imbued the values of togetherness and the spirit of mutual cooperation, the reflection on " If Sara " and various other customs value, as one of the cultural slogan Tolaki Mekongga the *Sanggalai-sanggalai Olutumu Pekiki Ine Samba* containing independence. If it contains elements of unity and integrity, mutual respect, uphold traditional values and religious culture , awareness and responsibility. (3) religious areas ; reflected in public life abiding in maintaining and implementing the norms of religion in everyday life, so as to create harmony, balance internal and inter-religious.

In addition, aspects of communication also affect the success of the airport construction. Communication government, the private and the public is done by turning reciprocal or two-way communication ( two-way communications ). So as to create in common sense and do not give rise to negative perceptions that lead to the inhibition of the development of airport infrastructure. Thus, the values of democracy and equality provide the basis for establishing cooperation with private and public.

Collaborative relationships government, private and community built in the principles of democracy that emphasizes the values of equality, free to work, freedom of ideas and thoughts about what is considered important in supporting the successful development of the airport. Government Kolaka position as owner of the public and private sector governance (owners of government) and as able to work together in meeting the needs of the airport construction . So the decision in the implementation of airport development as a result of dialogue between the government , private and public. Therefore , the bureaucracy in Kolaka directed to change the mindset and behavior of bureaucracy in governance and public services. Bureaucracy in Kolaka not think any sectoral or think on their own, but the basic tasks and functions (Auth) they are directed at improving the welfare of society.

Aspects of determination, commitment and strength is another aspect that encourages collaboration process . Each actor has a strong commitment and desire to complete the tasks and responsibilities of each based on the agreement that has been decided upon together. This has implications on the successful implementation of airport infrastructure development work . The high commitment of the private and the public to participate in the development of airport infrastructure because of the openness of government based on the mechanisms of governance and public services Kolaka.

In building the commitment of transparency and open communication become essential aspects to unify the movement and purpose in the implementation of governance and development. Government's commitment in the implementation of airport infrastructure development, with a shared commitment aimed bureaucrats from the district level to the village level / village. Steps taken by the government Kolaka body is beginning to reform the bureaucratic red tape to prepare a more adaptive and responsive to public needs. The government bureaucracy designed Kolaka bureaucracy must be responsive not only received the report but need to identify the potential and the problems faced by society. Work units (SKPD ) scope of government Kolaka prepared to be an organization that is responsive to the needs of society in a " proactive " in the field . Then Kolaka government to provide security for businesses that invest and bureaucracy in the convoluted licensing business.

Commitment and stamina is built on the basis of mutual trust (trust) between the government, private and public. So there is a harmonious relationship between actors, and result in the increase of private and public support to activities in the construction of the airport. Thus, private and public commitment to collaborate with the government because of the shared vision and mission, giving rise to a strong desire to participate in governance and public services.

Based on the results of the study, formulated the factors that affect the collaboration of government, private and community in the development of airport infrastructure in Kolaka are:

1. Vision and Mission : One of the concerns in the management of the organization is the formulation of vision and mission. The vision and mission of this organization is a direction and framework for achieving organizational goals, especially in the implementation and improvement of public services.
2. Commitment ; Commitment of all stakeholders (government, private and community) is the supporting pillar of success in governance and public services. With a strong commitment, stakeholders will have the responsibility in governance.
3. Transparency ; This aspect is an important factor in improving performance in governance and public services. Transparency should be implemented in the whole process of public service management includes policy formulation, policy implementation to the evaluation.
4. Structure of the bureaucracy ; is one factor to be considered in governance and public service bureaucratic structure should be prepared to have the ability in the face of public affairs. Bureaucracy must be modified to be responsive bureaucracy, innovative and creative in carrying out the duties of service.
5. Local cultural values ; a local culture that can synergistic in supporting governance. The values of the local culture is becoming a transformational force in generating a sense of community because it encourages attitudes and behaviors of society.
6. Religious value ; implement religious values through the understanding and practice of religion in governance motivate people to have mental courage and commitment to encourage in realizing the vision, mission and goals of the organization.
7. Leadership : leadership is an important variable in governance and public services. The success of governance largely determined the extent of commitment to leadership in establishing communication with stakeholders in the provision of public services.

The results of the study revealed the theoretical contribution of this research is the concept of giving birth or a different view of the process of collaboration. Government collaboration with non- governmental agencies are not always based on juridical legitimacy collaboration as a formal basis . But collaboration can occur in the absence of non-formal relationships with a formal agreement . This condition occurs when the actors involved in the collaboration have the commitment , vision and mission as well as based on the mutual trust , transparency and open communication.

This phenomenon is different from the existing concept that collaboration should be based on a formal agreement as outlined in the contract form. As noted Lise Prefontaine, et al, (2006:6-7) [4] who explained that collaboration between public administrations, private and non-profit organizations are characterized by the presence of a formal written agreement for a certain period of time. Thomson and Perry (2007:3) [5] is a collaborative process in which actors autonomous or semi-autonomous interacting through formal and informal negotiation, jointly creating rules and structures governing their relationships and ways to act or decide issues that keep them together together.

#### **IV. CONCLUSION**

Based on the results of the study, the authors formulate the following conclusions :

1. Collaboration of government, private and community in the development of airport infrastructure in Kolaka, based on reasons : first as an alternative to solve the problem of limited budget while the government owned public need for the higher good service. Second , the involvement or participation of the private sector in the development of airport infrastructure is a form of commitment and responsibility in the development of private and public.
2. Process collaboration of government, private and community based on commitment, openness, vision and mission, transparency and open communication. So that collaborative relationships are not based on a formal contract that binds the parties to collaborate.
3. Relationships government, private and community in the development of airport infrastructure in Kolaka, built in the principles of democracy. Government Kolaka position as owner of the public and private sector governance ( owners of government ) and as able to work together in meeting the needs of the airport construction. So the decision in the implementation of airport development as a result of dialogue through consensus agreement between the government, private and public.
4. Manifestation of government commitment in the implementation of development and public service, government Kolaka provide security for businesses that invest and bureaucracy in the convoluted licensing business. While the commitment and strength of the business world and the community in collaboration characterized by carrying out the agreement that has been decided in the formal and informal meetings with government support in the form of resource material in the form of non rocks in overcoming the difficulties of development of these airports.

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