



## **COLLABORATIVE GOVERNANCE IN INTEGRATED MANAGEMENT OF ATHLETES AT THE INDONESIAN NATIONAL SPORTS COMMITTEE (KONI), THE EDUCATIONAL OFFICE (DISDIK) AND THE SPORTS YOUTH SERVICE (DISPORA) OF WEST JAVA PROVINCE**

**Agus Jumaedi<sup>1</sup>, Didi Turmudzi<sup>2</sup>, Bambang Heru Purwanto<sup>3</sup>**

---

**Article History: Received:** 19.02.2023

**Revised:** 08.04.2023

**Accepted:** 19.05.2023

---

### **Abstract**

Collaborative governance in the management of athletes in an integrated manner at the Indonesian National Sports Committee (KONI), the Education Office (DISDIK), and the Sports Youth Service (DISPORA) of West Java Province was not effective. The purpose of this study is to examine more deeply about Collaborative Governance, find the factors that cause Collaborative Governance to be ineffective and find an effective Collaborative Governance model. The research method used is descriptive qualitative with a case study approach, namely to explore the behavior of the object under study and find a description of the object under study; by using Collaborative governance theory to dissect research problems as well as using primary data sources and secondary data through observation, analysis of documentation, in-depth interviews and validity of data carried out utilizing triangulation, checks, checks and confirmations between the results of observations, analysis of documentation with the results of interviews to obtain results scientifically valid and objective. The results showed that collaborative governance in the management of athletes in an integrated way at KONI, DISDIK, and DISPORA of West Java Province was ineffective in the dimensions of government, organizational autonomy, and mutualism. There are effective dimensions, namely: the administrative and norm dimensions. Some factors cause collaborative governance to be ineffective, namely: a) There is a sectoral ego from each organization, leadership that is not responsive; b) Organizational communication, individual leaders are not sociable/inflexible and rigid, as well as diplomacy, weak leadership lobbying; c) Each collaborating organization has an interest, wants to have a name or praise, prestige in the eyes of the local and national government under the pretext of changing from "achievement to prestige".

**Keywords:** Collaborative Governance, Sport, Athlete Management, Indonesian National Sports Committee.

---

<sup>1,2,3</sup>Universitas Pasundan, Bandung, Indonesia

Email: boyoy6708@yahoo.com

**DOI: 10.31838/ecb/2023.12.1.325**

## **1. Introduction**

The phenomenon of the problem in this research is based on several indications of problems with limited organizational capabilities, lack of resources, weak technology, and weak network accessibility for cooperation which are factors inhibiting the success of organizations in achieving their goals, so collaboration is needed. The implementation of work processes and work programs that encourage organizational progress in achieving its goals is determined by Collaborative Governance with various parties, the government, the private sector and the community (Choi et al., 2020). In the context of this research, Collaborative Governance is a model for developing coaching sports athletes in West Java Province so that the government cannot independently manage its development. As a result, the role and function of the government are no longer dominant, other stakeholder roles and functions are needed to resolve problems and accommodate public needs, such as the presence of the Indonesian National Sports Committee (KONI) (Monang et al., 2022).

Collaborative governance is part of a broader governance concept. In general, collaborative governance emerges adaptively or deliberately created consciously for the following reasons: 1) complexity and interdependence between institutions; 2) conflicts between interest groups that are latent and difficult to suppress; and 3) efforts to find new ways to achieve political legitimacy (Wang & Ran, 2022).

Previous research on Collaborative Governance integratively examines the basic values of collaborative governance based on theoretical studies and empirical facts. The analysis starts from the relationship between stakeholders in every stage of increasingly complex public policy. Collaborative governance is one of the concepts in public policy that has developed in the last few decades (Jones & White, 2022). In principle, collaborative is different from network and partnership. There is a basic value of its own attached to it. The basic values in question are consensus orientation, collective leadership, multi-directional communication and resource sharing. The four basic values unite into a unified process in every collaborative governance action (Li et al., 2023).

Achmad wrote about the Collaboration Model of Local Government with the State Electricity Company and Biogas Power Plants in Utilizing New, Renewable Energy. This study aims to analyze the implementation of the collaboration policy of the Regional Government with the State Electricity Company and the Biogas Power Plant in utilizing new renewable energy. Using a qualitative approach, this research was conducted in Rantau Sakti Village, North Tambusai District, Rokan Hulu Regency, Riau Province (Irfan et al., 2022). Data

collection techniques used in this study were interviews, observation and documentation studies. The results of the study found that the collaboration of the Regional Government with the State Electricity Company and Biogas Power Plants in utilizing new and renewable energy has not been created and formed as a whole and in its entirety (Li & Xue, 2021). In her scientific journal work, Aziza Bila describes the importance of transportation. In general, land transportation is managed by the private sector, but there does not appear to be good and excellent service, so there are many complaints so that the tendency of people not to comply with traffic regulations, passenger capacity is not as it should be, this study aims to make the Collaborative Governance strategy effective in transportation services (Wong et al., 2020). The research method used is quantitative and survey. The research population was public transport passengers heading to Mandailing Natal with the Proportionate Stratified Random Sampling sample technique with a sample of 295 respondents. The study results showed that the quality of service simultaneously and partially has a significant influence and contributes to the satisfaction of urban transport passengers, and collaboration is a very appropriate strategy (Su et al., 2021). Agus Muklis explained that the collaborative governance of Pentahelix in the EIA process was not optimal. This can be seen from several indicators of collaborative governance, according to Anshell and Gash, which have not been achieved, namely the initial conditions and the process of collaboration, so they become inhibiting factors. While other indicators, namely institutional design and facilitative leadership, have been optimal and have become supporting factors for Pentahelix's collaborative governance (Galvez et al., 2020).

The problem in this study is that Collaborative governance in the integrated management of Athletes at KONI, DISPORA and DISDIK in West Java Province is ineffective. The indicators of these problems can be identified as follows; 1) The government is not yet optimal because the collaborating parties do not understand how to jointly make decisions that regulate collaboration activities technically both at KONI as a non-departmental institution dealing with DISPORA and DISDIK local government investment colored by power. 2) The administration has not been effective due to the strong power of the local government politically, so programs and budgets for KONI come from grants and are structurally different, so it does not support collaboration and hinders the communication process. 3) Organizational autonomy of each organization wants to stand out. 4) Togetherness (Mutualism) is not effective. For example, the relationship has no interdependence due to differences in certain interests. 5) Norms are still biased. The crisis of trust and sectoral ego from each organization is very dominant, hindering

collaboration activities. For example, it isn't easy in certain events to ascertain which organization is ready and which is the leading sector (Mulyana et al., 2022). Based on the brief explanation above, this research will examine more deeply Collaborative Governance in the integrated management of athletes at KONI, DISDIK, and DISPORA of West Java Province. It is hoped that through this research, the factors that cause Collaborative Governance in integrated athlete management are ineffective, and an effective Collaborative Governance model in integrated athlete management can be found.

## **Literature Review**

### **1. Organization and Collaborative Government**

The nature of the organization, which is a social system, means that the organization is a social system formed for the common good and Common interests, meaning that organizations need people, and people need organizations. Organizations refer to government organizations and private and community organizations (society). On this basis, the collaborative government is also part of organizational activities with the system it builds through collaboration (Aust et al., 2020).

Collaboration between government, civil society, and the private sector is a step towards optimizing the government's role in implementing public policies and administering public services. Collaborative governance is a step in the governance structure of the 21st century (Sørensen & Torfing, 2021). The involvement of all parties between government, civil society, and the private sector in administering government within egalitarianism and democracy creates governance that prioritizes the community's interests. Collaboration describes a thinking process in which the parties involved look at different aspects of a problem and find solutions to these differences and the limitations of their views on what can be done (Broomfield & Reutter, 2022).

According to Zadek, Collaborative governance is a public-private partnership, essentially collaborative initiatives between state and non-state, commercial and non-profit sectors have been born out of their participants' pragmatism. Based on the explanation above, it can be seen that collaborative government is a public-private partnership, which is a collaborative initiative between state and non-state, commercial and non-profit actors born from pragmatist participation (Maolani et al., 2023). Collaboration is a form of cooperation involving several parties, which are then united on an objective view or objective. This makes the collaborative government system have its role between its elements (Bird et al., 2020).

### **2. Collaborative Governance**

The definition of collaboration, in general, can be divided into two senses: collaboration in the sense of process and collaboration in the normative sense. The definition of collaboration in the sense of a process is a series of processes or ways of managing or governing institutionally. In this sense, several institutions, government and non-government, including local non-governmental organizations (Ansell, 2021). In this collaboration, the institutions involved interactively carry out joint governance. Sudarmo stated that the portion of involvement was not always equal in weight, collaborative governance could be a non-formal institution but could also be a way of behaving in a way of behaving as a larger non-governmental institution in involving it in public management in a given period (Onyago, 2019). Ansell & Gash explained that collaborative governance manages government that directly involves stakeholders outside the state, is consensus-oriented, and deliberates in the collective decision-making process, which aims to make or implement public policies and programs (Ahn & Baldwin, 2022). According to O'Leary and Bingham, collaboration is a concept that describes the process of facilitation and implementation that involves multiple organizations to solve problems that cannot or are not easily solved by an organization alone. This opinion is supported by Bardach, who defines collaboration as a form of joint activity by two or more institutions that work together to increase public value rather than working separately (Eriksson et al., 2020). Relations between organizations in coordination and cooperation are independent. In collaboration, all parties work together and build consensus to reach a decision that benefits all parties. Later, Beverly Cigler argued that collaborative activities are defined in policy development and implementation, identifying a "continuum of partnerships" in which one of them is "networking". Loosely organized partnerships primarily for information exchange (Kretschmer et al., 2022). Next is "cooperative"; partnerships involve simple agreements, and relationships range from informal to somewhat formal. Then "coordinating"; partnerships that require more commitment, tighter relationships and more formalities. Finally, "collaboration" is the strongest, long-term, formal relationship with a high commitment to resources (Park et al., 2021). Petter explained that collaborative cooperation and principal-agent relations do not apply because collaboration occurs between participles and participles. Each party still has autonomy in this kind of cooperation (Nwajei et al., 2022).

In Collaborative Governance, according to Ansell and Gash, state and non-state actors have the same position in achieving a goal even though both have their interests. Collaboration shows that those who play an important role in producing a policy are the government and the private sector. In addition,

collaboration implies that non-state stakeholders also have responsibilities in making decisions (Borman et al., 2022). Innes and Booher's best definition of Collaborative Governance is "a new form of governance process that involves all the different stakeholders in relationship with each other, who work through regular dialogue and interaction in achieving common goals". Huxham further stated that the main role of "Collaborative Governance is to encourage all stakeholders to achieve their goals together by blending different sources and creating innovative thinking through negotiation and Cooperation (Blythe et al., 2022). Thomson and Perry further define collaborative governance as a process in which autonomous or semi-autonomous actors interact through formal or informal negotiations, jointly creating rules and structures that govern their relationships and ways of acting or deciding common issues. This involves shared norms and mutually beneficial interactions (Satheesh et al., 2023). The Collaborative Governance theory used in this study refers to the opinion of Thomson and Perry by defining collaborative governance as a process in which autonomous or semi-autonomous actors interact through formal or informal negotiations, jointly creating rules and structures that govern their relationships and ways of acting or deciding common issues (Xu & Kim, 2021). The definition of Collaborative Governance mentioned above can be interpreted that Collaborative Governance is a process that involves shared norms and mutually beneficial interactions. More specifically, Thomson and Perry define collaboration governance, namely there are five key dimensions of collaboration governance (Waeterloos, 2021), namely:

a) Governance

The collaborating parties must understand how to jointly decide the rules governing shared behavior and relationships (Schmidt & Wagner, 2019).

b) Administration

Collaboration is not a self-administering endeavor. Organizations collaborate because they intend to achieve a specific goal. Such administrative structures differ conceptually from their governmental counterparts in that they focus less on institutional provisions and more on implementing and managing what is required to achieve an objective through an effective operating system and support clear roles and effective communication channels (Wexler et al., 2023).

c) Organizational Autonomy

This dimension of collaboration describes the two potential dynamics and disappointments implicit in collaborative endeavors. The partners, in fact, share multiple identities. They maintain a distinct identity and organizational authority separate from the collaborative identity (McClellan, 2022).

d) Mutualism

Togetherness is rooted in interdependence. Collaborating organizations must depend on mutually beneficial relationships based on differences in or common interests (Yang et al., 2022).

e) Norms

Reciprocity and trust are closely related conceptually, as they both play significant roles in establishing and maintaining healthy interpersonal relationships. Reciprocity is the mutual exchange of benefits, favors, or actions between individuals or groups. It involves a sense of fairness and mutual obligation, where both parties contribute and receives in a balanced manner (Greguletz et al., 2019).

## 2. Method

The method used in this research is a qualitative research method. The reason researchers use qualitative methods is that qualitative research is very suitable for this condition. Because of its elaborative nature, qualitative research can easily help researchers dig deeper into information about a research topic. Later, the information obtained can be used to determine research objectives. Qualitative research is much more explorative and in-depth, and the researcher becomes the main actor in conducting research in the field. This strengthens the objectivity of facts, data, and information and checks cross-data in the study (Nasution, 2023).

## 3. Result And Discussion

### 1. Collaborative governance in managing athletes in an integrated manner at KONI, DISDIK, DISPORA of West Java Province.

Each of the dimensions of Collaborative Governance mentioned above as a parameter for assessing each organization based on these five dimensions will produce a complete picture of Collaborative Governance between organizations. This picture is the basis for members' shared understanding of Collaborative Governance between organizations, how things are done, and how members are expected to behave.

Collaborative governance can be in place as a form of cooperation that results in an understanding with agreements among the parties that collaborate and builds consensus to reach a decision that benefits all parties. Then, cooperation has the meaning of cooperating or working together with other parties, both individually, in groups, and in organizations; that cooperation includes the meaning of cooperation to build togetherness, increase consistency, and align activities between actors and can also be a negotiation process, which includes a preparation to compromise and make agreements. In addition, it can also be a form of joint anticipation through a series of rules for possible mistakes,

including future commitments and their intensity, planning or preparation to straighten out the activities to be carried out. And finally, the collaboration includes involvement, the process of developing internal motivation and personal commitment to the project to be worked on.

An overview of the results of research on Collaborative Governance in the integrated management of athletes in the Indonesian National Sports Committee (KONI), Education Office (DISDIK), Sports Youth Service (DISPORA) West Java Province; in this regard can be known through the description of the 5 (five) dimensions of Collaborative Governance, namely as follows:

a. Governance.

The role of Governance in Sports Development is interpreted as a systematic strategy to increase the commitment of all parties to improve the quality of life for Indonesian people in general and West Java Province in particular with a collaborative model. The goal of developing athletes in an integrated manner through the role of the government is to make people fit, healthy, and physically and mentally healthy (Rahayu et al., 2021). Sports needs integrated athlete development into program policies in planning, implementing, monitoring and evaluating all sports policies and programs, as well as coaching athletes by continuing to strive for achievements and champions through an integrated collaborative strategy for coaching athletes. Sports policy aims to generate sporting achievements and make sport a way of life, community culture and a vehicle for positioning the dignity and civility of the Indonesian nation in various international sporting events.

From the perspective of governance, it is seen as ineffective. It can be seen from the magnitude of the government's role and authority that its power is more prominent than the concept of equality or partnership in collaboration, affecting the course of collaboration between KONI, DISPORA and DISDIK West Java Province. This is in contrast to the substance of collaboration, which is based on partnership which is realized by sharing and understanding each other in the concept of partnership. But this doesn't seem to work following the concept of collaboration.

b. Administration.

Collaboration is not merely a self-administering effort but is related to administrative processes in which there is a collaboration between two or more people and two or more organizations related to efforts to achieve common goals. Organizations collaborate to accomplish a specific purpose (Liau et al., 2021). These administrative structures differ conceptually from their governmental counterparts in that they focus less on institutional provisions and more on implementing and managing what is required to achieve an objective through an effective

operating system and support clear roles and effective communication channels.

Collaborative governance in the management of athletes in an integrated way at KONI, DISDIK, and DISPORA of West Java Province from an administration point of view is seen as quite effective. The administrative concept of binding collaboration between KONI, DISPORA and DISDIK of West Java Province has illustrated cooperation that is considered administratively sufficient. In this regard, collaboration in the administrative context describes a cooperative relationship carried out by certain parties.

c. Organizational autonomy.

This dimension of collaboration describes two potential dynamics implicit in collaborative endeavors. The work partners, in fact, share multiple identities. They maintain a distinct identity and authority (Pattison et al., 2020).

The organizational autonomy of each organization wants to stand out among KONI, DISDIK, and DISPORA so that the potential dynamics and disappointments implied in collaborative efforts, besides having multiple identities and maintaining different identities and organizational authority separated from collaborative identities. It can be said that the organizational autonomy of each organization wants to stand out. The role of DISPORA and DISDIK is related to the role of regional government organizational autonomy, so autonomy here is intended and interpreted as the rights, authorities and obligations given to autonomous regions to regulate and manage their government affairs and the interests of the local community according to the aspirations of the community to increase efficiency and results for the administration of government in the context of service to the community and the implementation of development following statutory regulations.

d. Togetherness.

Togetherness is rooted in interdependence. Collaborating organizations must depend on mutually beneficial relationships based on differences in or common interests (Yang et al., 2022). This depth of mutualism focuses on the following:

- 1) Togetherness is rooted in interdependence.
- 2) Collaborating organizations must be interdependent.
- 3) Mutual benefit is based on differences in interests or common interests.

Collaborative governance in the management of athletes in an integrated manner in the KONI, DISDIK, and DISPORA organizations of West Java Province, as seen from Mutualism (Togetherness), is ineffective. The togetherness rooted in the interdependence between collaborating organizations is not interdependence in relationships based on differences in interests or group interests.

e. Norm

The norm dimension has seen reciprocity, and trust is quite running because there is an administrative dimension that regulates, and authority is obtained from each organization (KONI, DISDIK, DISPORA) following their main duties, namely, there is mainly clarity on norms in athlete development that are in KONI; while program regulations, budgets, sports facilities and infrastructure for athletes from various sports are under the authority of DISPORDA and DISDIK as extensions of the Regional Government of West Java Province. Norms are standards of behavior accepted by a group (organization) which is the share by the management of the group (the organization). Groups (organizations) form norms that bind group administrators (organizations) about what may and may not be done in certain situations. The importance of norms in organizational collaboration is because they have the following functions: They can make life in organizations and society safe and orderly. It can prevent conflicts of interest in organizational collaboration (Tallberg et al., 2022). Provide instructions or guidelines for each individual to live a life of collaboration in the organization and the community.

## **2. Factors Causing Collaborative Governance To Be Ineffective At KONI, DISDIK, DISPORA West Java Province**

Various causes of the ineffectiveness of Collaborative Governance in the integrated management of athletes at KONI, DISDIK, and DISPORA of West Java Province have described the organization's culture, characteristics or behavior in carrying out this collaboration which is not conducive to strengthening collaboration. Factors that cause Collaborative Governance in the integrated management of athletes to be ineffective are caused by factors:

- a. Sectoral ego factors from each organization (KONI, DISPORA, DISDIK).
- b. The leadership factor is less sensitive to existing problems.
- c. Organizational communication factors between individual leaders who are not flexible tend to be rigid, especially weak in lobbying skills.
- d. Each organization has political interests and wants to have a name or praise and prestige in the eyes of the Regional and National Governments under the pretext of changing from "achievement to prestige" so that this encourages the potential for transactional action behavior and sportsmanship.
- e. The role of local government is to prioritize power politically and organizational autonomy, so there is a lack of togetherness.

The factors causing the ineffectiveness of Collaborative Governance in the integrated management of athletes in the Indonesian National Sports Committee (KONI), Education Office (DISDIK), and West Java Province Sports Youth

Service (DISPORA) make this collaboration less than optimal. The statement from the Chairman of the KONI of West Java Province relating to the constraints or factors of the ineffectiveness of Collaborative Governance is as follows:

- a. The existence of the interests of each organization, be it the Indonesian National Sports Committee (KONI), the Education Office (DISDIK), or the Sports Youth Service (DISPORA) of West Java Province, was conveyed by the Chairman of the KONI of West Java Province.
- b. The organization's leadership pays little attention to the placement of people with clear standards of abilities, skills or competencies that tend to like and dislike subjectivity.
- c. There are no regulations or methods to regulate the collaboration process technically.

Various things that encourage the ineffectiveness of this collaboration can be seen from the implementation of interprofessional collaboration in collaborative activities between organizations. However, this interprofessional collaboration can be hampered due to several factors (Labrague et al., 2022). If interprofessional collaboration does not go well, the relationship between organizations in carrying out collaboration will appear in actions that do not follow each organization's expertise or roles, so collaboration will not work well either. As members of an organization involved in collaboration, they must be able to overcome the factors that cause collaboration to be ineffective, thus hindering collaboration.

The ineffectiveness of Collaborative Governance between KONI, DISDIK, and DISPORA of West Java Province can also be seen from the existence of KONI, which is a non-departmental institution, so there are quite a few obstacles in managing athletes, especially concerning budgets, funds or finances and we are only limited to grant assistance. As for other activities, funds can be obtained from the Ministry, both from DISDIK and from DIOPORDA. In addition, difficulties in describing the Main Tasks and Functions (TUPOKSI) include not having the right instruments to collaborate. So far, it has only been a manifestation of the TUPOKSI of each institution. The ineffectiveness of the collaboration was also due to the non-optimal coordination, including with Commission V DPRD West Java Province, which had not fully become the initiator for coordinating collaboration between KONI, DISDIK and DISPORDA coupled with the lack of clarity in managing athletes, even the knowledge, skills, skills and abilities that obtained by athletes has not fully guaranteed his life.

## **3. The Collaborative Governance Model In The Integrated Management Of Athletes In The KONI, DISDIK, and DISPORA Organizations Of West Java Province**

The Collaborative Governance model is integrated within the organization for integrated management of athletes, and the description of Collaborative Governance in integrated athlete management is integrated into a “Collaborative Governance Model”.

Models of Collaborative Governance that are effective in the KONI, DISDIK, and DISPORA organizations of West Java Province, namely the Double Wheel Rotation Model of collaborative governance interaction systems, namely: In the first Wheel rotation includes: 1) Governance; 2) Administration; 3) Organizational Autonomy; 4) Mutualism; and 5) Norms. And on the second Wheel rotation includes 1) Planning; 2) Resources; 3) Coordinating; 4) Communicating; 5) Motivating; 6) Innovating; and 7) Evaluating.

Based on the concept of an integrated collaborative governance model, it will effectively realize the collaboration of KONI, DISDIK, and DISPORA of West Java Province and achieve targets to realize common goals. Researchers reconstructed a new model that can solve collaborative governance problems between KONI, DISDIK, and Provincial DISPORA in West Java. The researcher’s model named this model the “Double Wheel Model of Collaborative Governance Interaction System”. These dimensions must exist and be implemented effectively. The findings in this study were integrated into the Double Wheel Rotation Model, a collaborative governance interaction system between KONI, DISDIK, and DISPORA in integrated athlete development by optimizing the flow of the two wheels to streamline and optimize collaborative governance with circular patterns, where actors in related institutions in collaboration consisting of 3 (three) or more can continue to process like a wheel that rotates continuously while collaborating systematically. This can be interpreted that certain agencies at certain times can be leading sectors or not following the main three and functions built in Collaborative wheel rotation. This model is effective enough to be implemented with the benefit of being a model of collaboration as well as answering a proposition that is built into the formulation of the problem that elevates public administration values as well as values in the context of moral norms or ethics that are built from values that will be able to interpret the situation and provide solutions to collaboration problems while eliminating sectoral egos that turn into togetherness, compactness and mutual benefit. This collaboration concept model is ideal for viewing and approaching collaboration problems between DISPORDA, DISDIK, and KONI of West Java Province.

From the concepts and empirical findings described above, it can be formulated into several keywords emphasizing six characteristics, namely:

a. The forum is initiated or implemented by public institutions or actors in public institutions;

b. Participants in the forum also include non-public actors;

c. Participants are directly involved in making and making decisions, and decisions do not have to refer to public actors;

d. Formally organized forums and joint meetings are held;

e. The forum aims to make decisions based on mutual agreement, in other words, this forum is consensus-oriented; And

f. The collaboration focuses on public policy and public management.

Based on the understanding that has been put forward, it can be understood that collaborative governance is a way of managing “something” which involves all stakeholders directly and indirectly, is oriented, and deliberations occur in the collective decision-making process to achieve common goals.

#### **4. Conclusion**

Collaborative governance in the integrated management of athletes in KONI, DISDIK, and DISPORA organizations in West Java Province is ineffective. As for the ineffective dimension, namely the government that has not optimally understood how to jointly make decisions about the rules that will govern collaborative behavior and relationships, organizational autonomy from each organization wants to highlight itself, giving rise to the organizational, sectoral ego; and togetherness is not effective, there is no interdependence between organizations due to differences in interests. The dimension that is quite effective, namely the administrative dimension, has illustrated organizational collaboration and the Norm dimension, it appears that there is reciprocity and trust that is quite effective due to the administrative dimension that regulates and obtains authority from each organization. The factors causing the ineffectiveness of Collaborative Governance in the KONI, DISDIK, and DISPORA organizations of West Java Province, namely: the not yet optimal role of not understanding how to make decisions about collaboration rules is colored by power politically and administratively. There is an omission of autonomy in each organization, and togetherness is ineffective because of differences in interests. Weaknesses in collaboration planning, control or control, low motivation, less creative. Then the Collaborative Governance Model is effective in the KONI, DISDIK, and DISPORA organizations of West Java Province, namely the Double Wheel Rotation Model of collaborative governance interaction system. The findings in this study, which are dominant in determining the effectiveness of collaborative governance between DISDIK, DISPORA and KONI in West Java Province, are not only determined by 5 (five) dimensions

(Governance, Administration, Organizational Autonomy, Mutualism and Norms), but are also determined by the dimensions as follows; 1)

## 5. References

- Ahn, M., & Baldwin, E. (2022). Who benefits from collaborative governance? An empirical study from the energy sector. *Public Management Review*, 1-25.
- Ansell, C. (2021). Coping with conceptual pluralism: Reflections on concept formation. *Public Performance & Management Review*, 44(5), 1118-1139.
- Aust, I., Matthews, B., & Muller-Camen, M. (2020). Common Good HRM: A paradigm shift in Sustainable HRM?. *Human Resource Management Review*, 30(3), 100705.
- Bird, M., Ouellette, C., Whitmore, C., Li, L., Nair, K., McGillion, M. H., ... & Carroll, S. L. (2020). Preparing for patient partnership: a scoping review of patient partner engagement and evaluation in research. *Health Expectations*, 23(3), 523-539.
- Blythe, J. L., Cohen, P. J., Eriksson, H., & Harohau, D. (2022). Do governance networks build collaborative capacity for sustainable development? Insights from Solomon Islands. *Environmental Management*, 70(2), 229-240.
- Borman, G. D., Hospes, O., Bakker, D., Herpers, S., Beko, M. H., & De Jonge, B. (2022). Guiding sector transformation: Power strategies of a non-state actor in the centrally planned seed sector of Ethiopia. *Global Food Security*, 34, 100650.
- Broomfield, H., & Reutter, L. (2022). In search of the citizen in the datafication of public administration. *Big Data & Society*, 9(1), 20539517221089302.
- Choi, D., Chung, C. Y., Seyha, T., & Young, J. (2020). Factors affecting organizations' resistance to the adoption of blockchain technology in supply networks. *Sustainability*, 12(21), 8882.
- Eriksson, E., Andersson, T., Hellström, A., Gadolin, C., & Lifvergren, S. (2020). Collaborative public management: coordinated value propositions among public service organizations. *Public Management Review*, 22(6), 791-812.
- Galvez, V., Rojas, R., Bennison, G., Prats, C., & Claro, E. (2020). Collaborate or perish: Water resources management under contentious water use in a semiarid basin. *International Journal of River Basin Management*, 18(4), 421-437.
- Greguletz, E., Diehl, M. R., & Kreutzer, K. (2019). Why women build less effective networks than men: The role of structural exclusion and personal hesitation. *Human Relations*, 72(7), 1234-1261.
- Irfan, M., Elavarasan, R. M., Ahmad, M., Mohsin, M., Dagar, V., & Hao, Y. (2022). Prioritizing and overcoming biomass energy barriers: Application of AHP and G-TOPSIS approaches. *Technological Forecasting and Social Change*, 177, 121524.
- Jones, J. L., & White, D. D. (2022). Understanding barriers to collaborative governance for the food-energy-water nexus: The case of Phoenix, Arizona. *Environmental Science & Policy*, 127, 111-119.
- Kretschmer, T., Leiponen, A., Schilling, M., & Vasudeva, G. (2022). Platform ecosystems as meta-organizations: Implications for platform strategies. *Strategic Management Journal*, 43(3), 405-424.
- Labrague, L. J., Al Sabei, S., Al Rawajfah, O., AbuAlRub, R., & Burney, I. (2022). Interprofessional collaboration as a mediator in the relationship between nurse work environment, patient safety outcomes and job satisfaction among nurses. *Journal of nursing management*, 30(1), 268-278.
- Li, J., & Xue, E. (2021). Returnee faculty responses to internationalizing "academic ecology" for creating world-class universities in China's elite universities. *Higher Education*, 81, 1063-1078.
- Li, T., Wu, B., Guo, L., Shi, H., Chen, N. C., & Hall, C. M. (2023). Semi-Acquaintance Society in Rural Community-Based Tourism: Case Study of Moon Village, China. *Sustainability*, 15(6), 5000.
- Liau, S. J., Lalic, S., Sluggett, J. K., Cesari, M., Onder, G., Vetrano, D. L., ... & Bell, J. S. (2021). Medication management in frail older people: consensus principles for clinical practice, research, and education. *Journal of the American Medical Directors Association*, 22(1), 43-49.
- Maolani, D. Y., Harits, B., & Satibi, I. (2023). Collaborative Governance of Hajj Implementation in Indonesia: A Case Study at the Office of the Ministry of Religion in Bandung. *Central European Management Journal*, 31(1), 900-912.
- McClellan, S. E. (2022). Time to collaborate: How time influences value creation for a non-profit collective. *Administrative theory & praxis*, 44(1), 1-22.
- Monang, J., Sudirman, I., Siswanto, J., & Yassierli, Y. (2022). Competencies for superior performance across management levels in the provincial government executive



- offices. *Journal of Management Development*.
- Mulyana, F. R., Hidayat, C., Hanief, Y. N., Juniar, D. T., Millah, H., Rahmat, A. A., ... & Hadyansah, D. (2022). Analysis of inhibiting factors in regional sports achievement development. *Journal of Physical Education and Sport*, 22(12), 3009-3015.
- Nasution, A. F. (2023). *Metode Penelitian Kualitatif*. Harfa Creative.
- Nwajei, U. O. K., Bølviken, T., & Hellström, M. M. (2022). Overcoming the principal-agent problem: The need for alignment of tools and methods in collaborative project delivery. *International Journal of Project Management*, 40(7), 750-762.
- Onyango, G. (2019). Organizational trust and accountability reforms in public management: Analysis of inter-agency implementation relations in Kenya. *International Journal of Public Administration*.
- Park, A. Y., Krause, R. M., & Hawkins, C. V. (2021). Institutional mechanisms for local sustainability collaboration: Assessing the duality of formal and informal mechanisms in promoting collaborative processes. *Journal of Public Administration Research and Theory*, 31(2), 434-450.
- Pattison, S., Gontan, I., Ramos-Montañez, S., Shagott, T., Francisco, M., & Dierking, L. (2020). The identity-frame model: A framework to describe situated identity negotiation for adolescent youth participating in an informal engineering education program. *Journal of the Learning Sciences*, 29(4-5), 550-597.
- Rahayu, P., Woltjer, J., & Firman, T. (2021). Shared water resources in decentralized city regions: mixed governance arrangements in Indonesia. *Urban Water Journal*, 18(9), 771-781.
- Satheesh, S. A., Verweij, S., van Meerkerk, I., Busscher, T., & Arts, J. (2023). The impact of boundary spanning by public managers on collaboration and infrastructure project performance. *Public Performance & Management Review*, 46(2), 418-444.
- Schmidt, C. G., & Wagner, S. M. (2019). Blockchain and supply chain relations: A transaction cost theory perspective. *Journal of Purchasing and Supply Management*, 25(4), 100552.
- Sørensen, E., & Torfing, J. (2021). Accountable government through collaborative governance?. *Administrative Sciences*, 11(4), 127.
- Su, D. N., Nguyen-Phuoc, D. Q., & Johnson, L. W. (2021). Effects of perceived safety, involvement and perceived service quality on loyalty intention among ride-sourcing passengers. *Transportation*, 48(1), 369-393.
- Tallberg, L., García-Rosell, J. C., & Haanpää, M. (2022). Human-animal relations in business and society: Advancing the feminist interpretation of stakeholder theory. *Journal of Business Ethics*, 180(1), 1-16.
- Waeterloos, E. (2021). Introducing Collaborative Governance in Decentralized Land Administration and Management in South Africa: District Land Reform Committees Viewed through a 'System of Innovation' Lens. *Land*, 10(5), 534.
- Wang, H., & Ran, B. (2022). Network governance and collaborative governance: A thematic analysis on their similarities, differences, and entanglements. *Public management review*, 1-25.
- Wexler, A., Choi, R., Pearlman, A., & Rasmussen, L. M. (2023). Navigating biosafety concerns within COVID-19 do-it-yourself (DIY) science: An ethnographic and interview study. *BioSocieties*, 1-22.
- Wong, Y. Z., Hensher, D. A., & Mulley, C. (2020). Mobility as a service (MaaS): Charting a future context. *Transportation Research Part A: Policy and Practice*, 131, 5-19.
- Xu, C., & Kim, M. (2021). Loss or gain? Unpacking non-profit autonomy-interdependence paradox in collaborations. *The American Review of Public Administration*, 51(4), 308-324.
- Yang, J., Liu, Y., & Kholaf, M. M. N. H. K. (2022). Trust Relationship with Suppliers, Collaborative Action, and Manufacturer Resilience in the COVID-19 Crisis. *Behavioral Sciences*, 13(1), 33.
- Yang, J., Liu, Y., & Kholaf, M. M. N. H. K. (2022). Trust Relationship with Suppliers, Collaborative Action, and Manufacturer Resilience in the COVID-19 Crisis. *Behavioral Sciences*, 13(1), 33.