



Managing Leadership in Collaborative Management on the Implementation of the TJSLP Program in North Kalimantan Province

Ferdi Manurun Tanduklangi¹

Doctoral Student of Public Administration, Faculty of Social and Political Science,
Hasanuddin University, Makassar, Indonesia

Akmal Ibrahim²

Department of Administrative Science, Faculty of Social and Political Science, Hasanuddin
University, Makassar, Indonesia

Moh. Thahir Haning²

Departments of Administrative Science, Faculty of Social and Political Science,
Hasanuddin University, Makassar, Indonesia

Badu Ahmad²

Departments of Administrative Science, Faculty of Social and Political Science,
Hasanuddin University, Makassar, Indonesia

Didik Iskandar³

Departments of Administrative Science, Faculty of Social and Political Science, Makassar
State University, Makassar, Indonesia

Abstract

This study is intended to determine how the implementation of Managing leadership in the Implementation of Corporate Social and Environmental Responsibility Programs in North Kalimantan Province. By that contained in the Regulation of the Governor of North Kalimantan Province Number 11 of 2023. The data is then compiled in a qualitative study. Based on the results of the study, the research findings show that To achieve success in managing leadership, strong leadership is needed that can unite the commitment of the members of the TJSLP forum to work well. In addition, facilitative leadership is needed that can empower and encourage the involvement of all companies within the scope of North Kalimantan Province without exception to join the TJSLP Forum. Another important finding in this study is the gap in the roles between the government, companies, and the community in the TJSLP forum.

Keywords: Managing Leadership, TJSLP Program, North Kalimantan

Introduction

One of the approaches in collaborative management in the concept of governance is the concept of collaborative governance or collaborative governance. According to Ansell and Grash

"Collaborative Governance is therefore a type of Governance in which public and



private actors work collectively in distinctive ways, using particular processes, to establish laws and rules for the provision of public goods" (Ansell and Gash, 2008).

Collaborative Governance can be said as one of the types of Governance. This concept states the importance of a condition where public actors and private actors (business) work together in a certain way and process that will later produce legal products, rules, and policies that are right for the public or society. This concept shows that in the implementation of government. Public actors, namely the government, and private actors, namely business organizations or companies, are not separate and work alone but work together for the benefit of society.

Collaboration is understood as cooperation between actors, between organizations, or between institutions to achieve goals that cannot be achieved or carried out independently. In Indonesian, the terms cooperation and collaboration are still used interchangeably and there has been no attempt to show the differences and depth of meaning of the terms. By definition, experts define collaborative governance in several meanings with the same main idea, namely the existence of collaboration between the public and non-public or private sectors in the implementation of government or governance. Ansell and Gash (2008), define collaborative governance as follows:

"Collaborative Governance is a set of arrangements in which one or more public institutions directly involve non-state stakeholders in a formal, consensus-oriented and deliberative policy-making process aimed at creating or implementing public policy or managing programs or assets."

Apart from this opinion, another opinion regarding collaborative governance was expressed by Agranoff and McGuire in Chang (2009) who stated the following:

In particular, collaborative governance has placed much emphasis on voluntary horizontal collaboration and horizontal relationships among multi-sectoral participants, because the demands of clients often exceed the capacity and role of a single public organization, and require interaction among various organizations involved in public activities. Collaboration is needed to enable governance to be structured to effectively meet the increasing demands arising from managing across governmental, organizational, and sectoral boundaries.

Based on the definition by the two experts, they have defined collaborative governance in the same idea. However, in the explanation of Ansell and Gash, it can be seen that the collaborative aspect of government administration is more on the aspect of formulating and implementing public policies or programs from public institutions, in this case, the government. In addition, in practice, collaborative government administration must uphold deliberative values or deliberation and consensus between each actor or stakeholder involved in the collaboration.

The role of formal leaders (managing leadership) is an important element in the cross-sector collaboration process. Key leadership roles consist of sponsors and champions (Bryson and Crosby, 2005). Sponsors are individuals who have authority and access to resources even though they are not intensively involved in the collaboration process. While champions are individuals who intensively focus on the collaboration process and goal achievement.

Managing leadership involves combining leadership and management skills to achieve organizational goals. Some key aspects of managing leadership include: Decision-making, The ability to identify problems, find solutions, and take action Delegation, Assigning tasks to others to ensure that goals are met and quality work is delivered Communication, The ability to communicate effectively with stakeholders to reduce uncertainty and increase productivity



Building trust, Getting to know team members beyond their job titles to build a foundation of trust Conflict resolution: Having strategies to minimize the impact of conflict on the organization Adaptability, Balancing leadership and management to adapt to change effectively.

Collaborative leadership occurs when one or more people in an organization engage each other in such a way that leaders and followers enhance each other's levels of motivation and morale and foster interdependence among the many. This type of emphasis does not always occur from the top down (Harrison, 1999). Collaborative communication strategies involve a continuous, unimpeded cycle of information that flows freely among team members and the organization. Bossidy and Charan (2002) stated that the ability to collaborate effectively is a critical deficit in many areas of health care.

Because of inter-organizational barriers and intraorganizational silos, each leader has a set of resources—control over which is the key to a successful policy or position. With this mindset, collaboration is nearly impossible; however, if used effectively, it can be the key to success across an organization. In this study, the aspect of managing leadership is seen in the process of implementing social and environmental responsibility in North Kalimantan Province, as the sector leader in this program, the local government has issued regulations related to this issue through the Regulation of the Governor of North Kalimantan Province Number 11 of 2023.

The establishment of this Governor's Regulation is intended as a guideline for Business Entities and stakeholders in implementing the Social and Environmental Responsibility of Business Entities in the Region as a form of participation in sustainable social development. Article 3 The establishment of this Governor's Regulation aims to: (1) handling social problems and providing social welfare services; and (2) improving the image and profits and maintaining the survival of the Business Entity.

Article 4 explains (1) The target of Social and Environmental Responsibility of Business Entities is intended for individuals, groups, or communities who have lives that are not humanely worthy. (2) Not humanely worthy as referred to in paragraph 1 has the following criteria: a. poverty; b. neglect; c. disability; d. remoteness; e. socially disadvantaged and behavioral deviations, f. disaster victims; and/or victims of violence, exploitation, and discrimination. In the implementation of the Social and Environmental Responsibility (TJSL) program of Business Entities in North Kalimantan Province, there are several business entities involved and working together in the allocation of TJSL utilization in the following fields.

. Based on data from the DPMPTSP office in 2024, in North Kalimantan Province there are 11,674 legal entities. For limited liability companies, there are 591 PT companies. This means that 591 companies are required to carry out CSR in North Kalimantan. However, from the data obtained from the ESDM (Energy and Human Resources) Office in 2017-2020, specifically for IUP and excluding central permits, the amount of CSR was IDR 105,373,269,334, - and based on data from the Development Bureau in 2023, CSR in North Kalimantan was IDR 636,309,387, - from a target of IDR 1,277,115,518, - from a total of 141 companies registered in the Development Bureau system. However, even though it is recorded, many of these business entities have not been involved in the TJSLP forum.

Most companies carry out the CSR or TJSLP process directly without going through government intermediaries. So here the researcher tries to see how the role of leadership of related stakeholders in managing the TJSLP forum. In this study, managing leadership can be seen as the way each stakeholder works in the implementation of the North Kalimantan provincial TJSLP forum to cooperate and regulate the course of the cooperation process that is established between the government, society, and companies or business entities.



Research Methodology

Regulation of the Governor of North Kalimantan Province Number 11 of 2023 is the main basis for compiling this research, which focuses on a qualitative approach to analyzing the collected data. This regulation provides guidelines and frameworks used in research, ensuring that the methods and analysis applied are in accordance with applicable regulations in the region. In qualitative research, data is collected through various techniques, such as in-depth interviews, observation, and document analysis, to understand the phenomenon more comprehensively. Data compilation is carried out systematically so that the research results can provide in-depth insights and are relevant to the policies stipulated in the regulation. Thus, this research is not only academic, but also has practical meaning that can be used in decision-making at the government level.

Analysis and Result

Huxham and Vangen (2013) in the concept of collaborative advantage state that leadership is one of the most important dimensions in supporting collaborative practices. Effective leadership will be able to manage various challenges in collaboration and facilitate the achievement of common goals. In this context, good leadership management is very important to manage the relationship between the actors involved, especially when there are differences in goals, cultures, and strengths between government, companies, and communities.

Through the findings of the research on collaboration in the Corporate Social and Environmental Responsibility Forum (TJSLP) in North Kalimantan Province, it can be understood how leadership management in this collaboration takes place, as well as the challenges faced in managing relationships between stakeholders involved. This study shows that in the collaboration, two aspects of leadership are of concern, namely: the leadership structure in the forum and the leadership process carried out by the head of the TJSLP Forum.

In the organizational structure of the TJSLP Forum, the leadership function is distributed between the government which acts as a facilitator, and the company which functions as the leading sector. This leadership structure reflects the role of each actor in the collaboration process but also reveals the challenges in managing clear roles and responsibilities in collaboration. The North Kalimantan Government, as the main facilitator, has a greater structural role in fostering, advising, and managing the TJSLP forum. In this case, the government functions to set the direction and ensure that common goals are achieved, including encouraging the involvement of business entities in this forum. This is following the explanation from the government representative:

The clear role of government as a facilitator is very important in ensuring that all parties can work together in an organized framework. However, as expressed by several related parties, the role of government in this collaboration is still considered less than optimal, especially in encouraging more membership and more effective management of the forum. On the other hand, the company plays a role as a leading sector that controls the direction of discussions regarding the TJSLP program and is also responsible for implementing the program.

In this structure, companies have a more dominant role in decision-making, but they also recognize that the government as a facilitator needs to be more active in regulating the collaboration process to be more structured and organized. However, problems arise related to the lack of community involvement in the forum structure. The community only functions as a beneficiary of the TJSLP program and does not have a formal role in decision-making. This shows that although the leadership structure is in place, the role of inclusive leadership towards all parties, especially the community as the beneficiary, still needs to be improved.



The leadership process in the TJSLP forum refers to how each actor carries out their leadership function in collaborating, managing relationships, and making decisions regarding program implementation. Here, Huxham and Vangen (2013) emphasize that collaborative leadership must encourage active participation and ensure that decisions taken accommodate all parties involved.

In the process, the government acts not only as a policy maker and facilitator but also as a director who tries to encourage more business entities to join the forum. However, the company seems to be more passive in terms of encouraging membership. The company tends to focus on program implementation and internal discussions in the TJSLP forum to ensure that the programs run are right on target.

The findings of this study indicate that the leadership role in the TJSLP forum is more dominated by the government and companies, while the community is less involved in the decision-making process. This shows a gap in the collaborative process, where inclusive leadership has not been fully realized.

The importance of relationships in collaboration is one of the key aspects of managing leadership. Huxham and Vangen (2013) emphasize that good relationships between actors greatly influence the success of collaboration. In the findings of this study, the relationship between government, companies, and communities shows quite good progress, although there is still room for improvement in terms of transparency and communication.

The relationship between the government and the company seems to be quite well-established. Government representatives stated that the company is very responsive to the types of programs offered by the government and is ready to cooperate. The relationship between the government and the community tends to be better established in the context of social communication, although there is a feeling of ignorance regarding the mechanism of the CSR program being implemented.

The relationship shows that although there is progress, more open and participatory communication between the three parties is still needed so that the program being run can truly meet shared needs. Leadership in this collaboration must emphasize the importance of two-way communication, where all parties, especially the community, can be more actively involved in the decision-making process and program implementation.

In the context of collaborative advantage, managing leadership is very important to ensure that collaboration runs effectively and achieves common goals. The findings of this study indicate that managing leadership in the TJSLP forum of North Kalimantan Province has challenges in terms of the distribution of power and the roles of each actor. More inclusive leadership, which involves all parties, especially the community, in the decision-making process and program implementation, will greatly influence the success of collaboration. Leadership that encourages active participation, open communication, and clarity of roles in collaboration is the key to achieving greater collaborative advantage.

To achieve success in managing leadership, strong leadership is needed that can unite the commitment of the members of the TJSLP forum to work well. In addition, facilitative leadership is needed that can empower and encourage the involvement of all companies within the scope of North Kalimantan Province without exception to join the TJSLP Forum. Another important finding in this study is the gap in roles between the government, companies, and the community in the TJSLP forum. The government plays a more facilitator role with limited authority, while companies focus more on implementing programs and decisions that are in their interests. On the other hand, the community, although the beneficiary, is not directly involved in decision-making in the forum.



Therefore, it is necessary to increase government authority, so that the government can be more active in encouraging community participation to participate in the planning and implementation of the TJSLP program. For example, the government can ensure that the community is not only a beneficiary but also has an active role in determining the type of program that suits their needs. Higher community participation in the decision-making process will increase the sense of ownership of the program and strengthen the relationship between companies, the government, and the community.

To achieve this, both in terms of the quality of leaders and greater authority for the government, a regulation is needed in the form of a regional regulation or governor's regulation that explains in concrete terms the authority held by the government in the TJSLP program. In addition, a regulation or SOP for the distribution and implementation of the TJSLP program is also needed so that all members of the Forum can work according to the applicable corridor, both from planning to evaluation of the TJSLP program. With this clarity, the TJSLP forum will be more focused, especially in terms of forum leadership so that related stakeholders can formulate more productive programs.

Findings and Conclusion

In terms of leadership, the government should play a more inclusive role as a leader because of its nature as a facilitator in accommodating the needs of companies and the community. Creating greater government authority will also ensure clear regulations in the implementation of TJSLP. In the research findings, companies want clearer rules regarding the management of TJSLP, for example, regulations that prohibit cash payments and prioritize community empowerment-based programs. With greater authority, the government can formulate clearer regulations and provide operational guidelines for companies in implementing TJSLP. Increasing the authority or authority of local governments in the TJSLP forum is very important so that Corporate Social and Environmental Responsibility programs can run more effectively and provide sustainable positive impacts on the community.

Acknowledgment

The author would like to thank the Department of Public Administration and the Faculty of Social and Politics, Hasanuddin University for giving permission and facilitating all the research processes carried out.

Reference

- Agranoff, R. &. (2001). Big questions in public network management research. *Journal of public administration research and theory*, 11(3)
- Agranoff, R. &. (2003). *Collaborative public management: New strategies for local governments*. Georgetown University Press.
- Agranoff, R. M. (2012). Governance, networks, and intergovernmental systems. In *Routledge Handbook of Public Policy*. Routledge, 379-391.
- Ansell, C. &. (2008). Collaborative Governance in theory and practice. *Journal of public administration research and theory*, 18(4), 543-571.
- Bossidy L, Charan R. *Execution: the discipline of getting things done*. New York: Crown Business; 2002.
- Bryson, J. M., Crosby, B. C., & Stone, M. M. (2005). The design and implementation of Cross-Sector collaborations: Propositions from the literature. *Public Administration Review*, 66, 44-55.
- Habib Adjie, Legal Entity Status, Principles and Social Responsibilities of Limited Liability Companies, CV. Mandar Maju, Bandung, 2008, p. 74
- Chang, H. (2009). Collaborative governance in welfare service delivery: Focusing on the local welfare system in Korea. *International Review of Public Administration*, 13(sup1), 75-



90.

Harrison B. The nature of leadership: historical perspectives & the future. J Calif Law Enforcement 1999;33(1):24–31

Huxham, C. (1993). Collaborative capability: An intra-organizational perspective on collaborative advantage. Public Money & Management, 13(3), 21-28.

Huxham, Ca (2005). Managing to Collaborate: The Theory and Practice of Collaborative Advantage. London: Routledge.

Regulation of the Governor of North Kalimantan Number 11 of 2023 concerning Social and Environmental Responsibility of Business Entities

VanVactor, J.D. (2012). Collaborative leadership model in the management of health care. Journal of Business Research, 65(4), 555-561.