

Collaborative Leadership in Tourism Development in Tana Toraja Regency

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Abstract

Tourism Development is a Tourism Office program to advance tourism in Tana Toraja Regency to increase Regional Original Income by collaborating with the government sector, the private sector and the community sector. This research analyzes Collaborative Leadership in Tourism development in Tana Toraja Regency. This research uses qualitative research methods with descriptive research. Data collection techniques used in-depth interviews, observation and documentation studies. The data was analyzed using the analysis model by (Miles & Huberman, 1994) with data reduction techniques, data presentation and drawing conclusions. The results of the research show that Collaborative Leadership in Tourism Development in Tana Toraja Regency has not been effective, which can be seen using the Collaborative Leadership dimension (Hsieh and Liou, 2018) namely (1) Activating Resource Assistance, this is quite adequate as can be seen from the required resources having been distributed and contributed from related actors but there is still a lack of resource facilitation which is not evenly distributed. (2) Framing the Work Environment, this has not been effective because the coordination process, SOPs, communication and involvement of other actors are very inadequate. (3) Mobilizing Stakeholder Support, this is very effective This can be seen from the availability of support (financial and human resources) from collaborative actors mobilized by the Tourism Office as the leader. (4) Synthesizing the collaboration process, this has not been effective as seen from the evaluation process which has not been implemented and there has been no innovation in collaboration.

Keywords: Collaborative Leadership, Collaboration, Tourism, Development

INTRODUCTION

In its development, the essence of administration as collaboration can be seen from contemporary administrative concepts such as network management (Klijn & Koppenjan, 2000; Provan & Kenis, 2008), and collaborative governance (Ansell & Gash, 2008). (Emerson & Nabatchi, 2015), government governance (Rhodes, 2007), digital governance (Milakovich, 2012) and the like. Basically, these concepts explain other forms of cooperation that have emerged due to the increasingly complex challenges faced by modern society.

Collaboration in government governance involves many parties and many interests, therefore certain prerequisites are needed so that this mechanism can be implemented. The success of collaborative implementation is largely determined by strong leadership, which has the ability to control and organize complex activities.

Collaborative leadership stimulates greater involvement of resources, people, and information in service delivery, and improves organizational performance (Chrislip & Larson, 1994; McGuire & Silvia, 2009). In the field of government, Collaborative Leadership is used to make decisions that can be accepted by the community so that they can resolve existing conflicts and problems. Collaborative Leadership will fail if there is miscommunication between the head of government and other heads of government, because Collaborative

Leadership is used as a method for solving leadership problems in various fields and sectors, so of course this method has advantages.

One sector that requires collaboration and involves a collaborative leadership role is the tourism sector in Tana Toraja Regency. In developing tourism in Tana Toraja, of course the Tourism Office as the person responsible for tourism development in Tana Toraja Regency cannot work alone. Regarding the development of the multisectoral and multidisciplinary tourism sector, cooperation and coordination between agencies is absolutely necessary. And Tana Toraja is also trying to improve its regional economy by increasing Regional Original Income (PAD) and tourism, one of the biggest sources of income in Tana Toraja. Therefore, institutional collaboration is needed that is efficient and effective in implementing development programs. This collaboration can begin by achieving an atmosphere of mutual respect, respect and mutual feeling that the sector handled by the institution cannot stand alone without the help of other institutions or agencies.

The actors involved in tourism development in Tana Toraja Regency are stated in Decree No. 61/11/ 2022 concerning the Formation of a Team for the Acceleration of Regional Tourism and Creative Economy Development (POKDARWIS) in Tana Toraja Regency, there are 14 actors and actors who are not recorded in the decision letter, there are 3 collaborative actors or external parties who are led directly by the Tourism

Office. However, in its implementation, based on the results of observations made by the author, it was found that all the actors contained in the decision letter did not function optimally because there were several departments that were included in the decision letter but did not participate (passively) in increasing directly or indirectly.

The success or failure of a leader in directing the collaboration process can also be seen from the size of the levy income provided by Tourism to the Region and the large number of tourists visiting Tana Toraja Regency. However, in reality the number of tourists in the last 5 years has experienced a cycle of ups and downs, where in 2016-2018 it increased from 1,076,859 to 1,375,701, but in 2019-2020 it decreased with the number of visitors 94,378.

Meanwhile, the receipt of Regional Original Income through tourism levies experienced a cycle of ups and downs, where in 2016-2019 it increased from Rp. 285,661,447 to reach Rp. 5,324,310,052 but this increase has not reached the target given so that the Tourism Office has not succeeded in achieving the target given and in 2020 experienced a very large decline where in 2020 the target given was IDR. 5,225,000,000 but what was realized by the Tourism Office was only Rp. 959,390,500

Even though Tana Toraja has a number of natural and cultural potentials that can be relied upon, most of them have not been exploited optimally. There are many problems encountered, where the existence/location of tourist attractions is not known to the public and tourists. Most of the tourist areas are far away and even inaccessible to transportation, making them difficult for the public and foreign tourists to find.

Insufficient facilities in the form of roads are still very worrying for tourists, because not all types of public transportation can use these roads, they can only be passed by special vehicles and special skills in driving which not everyone has the same vehicles and skills, there are still many people who don't care about cleanliness which makes foreign tourists concerned about the unkempt condition of tourism.

From the many problems that have been encountered, it can be seen that the collaboration process that occurs in tourism development is not optimal. Collaboration in tourism development needs to be increased further so that tourism in Tana Toraja can continue to develop. In this case, the Tourism Department's role as the Responsible Person or Leader must be able to develop the collaboration process, organize it well according to duties and responsibilities so that the collaboration process can run well and focus more on clear goals and planning.

It can be concluded that Collaborative Leadership is very important in determining success or failure in the collaboration process between parties. Likewise, the Tana Toraja Tourism Office in developing tourism in Tana Toraja Regency cannot be separated from a collaborative process from various related parties. And the success of the collaboration process cannot be

separated from the role of a leader in organizing the collaboration process from various parties so the author is interested in exploring and studying Collaborative Leadership more deeply and the author emphasizes the need for more empirical research on collaborative leadership and the factors that become obstacles for leaders in carrying out collaboration process.

Based on this description, this research will try to analyze the role of the Tourism Office as a leader in the POKDARWIS team as seen through the theory of collaborative leadership dimensions by Agranoff and McGuire (2001), McGuire (2002), and McGuire and Silvia (2009), (revised by Hsien and Liou, 2018).

RESEARCH METHODS

This research uses qualitative research methods with descriptive research. Data collection techniques used in-depth interviews, observation and documentation studies. The data was analyzed using the analysis model (Miles & Huberman, 1994) with data reduction techniques, data presentation, and drawing conclusions. The location of this data collection area is the Tana Toraja Regency Tourism Office. This research aims to analyze Collaborative Leadership in Tourism Development in Tana Toraja Regency using the Collaborative Leadership dimensions proposed by (Hsien and Liou, 2018) namely (1) Activating Resource Assistance, This can be seen from how leaders are able to involve the required resources and manage them well (2) Framing the work environment, this can be seen from how leadership can maintain the collaboration process between the actors involved (3) Mobilize stakeholder support, this can be seen from how leaders in collaboration develop collaboration support from internal and external parties (4) Synthesizing collaboration processes, this can be seen from how collaboration leaders create and maintain collaboration processes by creating innovations or ways of collaborating that are interesting and not monotonous.

RESULTS AND DISCUSSION ACTIVATE RESOURCE HELP

Activating resource assistance is an important component of leadership because it marshals critical resources such as money, information and expertise. Matching the right players with the right resources is a critical task of collaborative leadership. Refers to the behaviors used to identify and combine the people and resources needed to achieve program goals.

The role of the Tourism Department as a leader in activating resource assistance is quite adequate, this can be seen from the tourism department's ability to analyze the required resources and distribute them directly to other actors. The Tourism Department has also been able to match resource needs with collaborating actors. And the Tourism Office has facilitated several resources that have been contributed by other actors, but the training has not been carried out comprehensively on other resources. There are still collaborative actors who have sufficient capacity/competence to facilitate resources in

tourism development programs, but have not received access/facilitation from Tourism Service leaders so that their capacity and competence can be useful.

FRAME THE WORK ENVIRONMENT

Leaders frame the work environment by facilitating agreement on leadership roles, building an identity and culture for collaboration, developing work structures and cultivating a shared collective vision for collaboration. If leaders do not have adequate skills, experience or training on how to lead, then collaboration is needed to support each other.

Based on the results of data reduction in the form of interview transcripts with 10 (ten informants) and the results of field observations, it is known that the role of the Tourism Office as a leader in the tourism development program in the district. Tana Toraja is inadequate in framing the work environment between collaborative actors, this can be seen from the inability of the Tourism Office as leader to encourage active involvement from all parties who are members of the Decree on the Tana Toraja Regency Tourism Development Acceleration Team. There is no implementation of integrated coordination and communication channels that can be accessed by all collaborating actors and there is no evidence at all that shows the existence of a collaborative work structure and SOP in the Tourism Development Program in the District. Tana Toraja.

MOBILIZING STAKEHOLDER SUPPORT

Mobilizing behavior is used to develop support for the networking process from a network of internal stakeholders and external stakeholders. Publicizing the network's achievements, building and maintaining its legitimacy and using incentives to motivate network participants are some of the behaviors carried out by leaders.

Of course, tourism development cannot run optimally without support from other parties. Of course, the Tourism Office continues to need support so that the collaborative process in tourism development can continue to be developed because the more parties involved in tourism development, the more support it will provide for other tourism areas that have not yet been fully exploited.

The role of the Tourism Office as a leader in the tourism development program in Tana Toraja Regency has been very adequate in motivating, encouraging and mobilizing stakeholder support consisting of collaborating actors in the Tourism Development Program in the Regency. Tana Toraja. This can be seen from the availability of support (financial and human resources) from collaborative actors mobilized by the Tourism Office as the leader.

SYNTHESIZING COLLABORATION ROCESSSES

Synthesize behaviors intended to create an environment and improve conditions for beneficial and productive interactions among participants. Leaders must find ways

to integrate various stakeholders to move forward to achieve goals.

Based on the results of data reduction, it is known that the role of the Tourism Department as leader in the synthesis of the collaboration process is quite adequate. This can be seen from the Tourism Department as the leader having carried out various communications and coordination to connect collaboration actors, including in the mediation process if there is a dispute/conflict. between collaborating actors, but the performance evaluation process for the ongoing collaboration process has not been fully implemented effectively by the Tourism Office as the leader. This can be seen from the absence of measurable performance evaluation indicators that can be used as shared parameters by all collaborative actors involved in measuring the achievement of their collaborative performance and also the Tourism Department as the leader has not demonstrated its capacity to create organizational innovations, either in the form of discoveries. new collaborative work methods, utilization of tourism innovation based on tourism technology, and others.

CONCLUSION

The role of the Tourism Department as a leader in activating resource assistance is quite adequate, this can be seen from the tourism department's ability to analyze the required resources and distribute them directly to other actors. The Tourism Department has also been able to match resource needs with collaborating actors.

The framing of the work environment that is carried out is still inadequate because the Tourism Office as the leader in creating a good collaborative work environment has not been fully effective, as can be seen from the inability of the Tourism Office as the leader to encourage active involvement from all parties who are members of the Decree on the Regency Tourism Development Acceleration Team. Tana Toraja. The coordination and communication capabilities of the Tourism Department as the leader are still not effective. The Tourism Office as the leader and all collaborative actors involved, only work according to the structure/procedures that run in each work unit without any special collaborative work structure that is more effective, efficient and directed towards achieving the goals of the tourism development program.

The role of the Tourism Office as a leader in the tourism development program in the district. Tana Toraja has been very adequate in motivating, encouraging and mobilizing stakeholder support consisting of collaborating actors in the Tourism Development Program in the District. Tana Toraja. This can be seen from the availability of support (financial and human resources) from collaborative actors mobilized by the Tourism Office as the leader.

The Tourism Office as the leader in the synthesis of the collaboration process is quite adequate because the Tourism Office has carried out various communications and coordination to connect the collaborating actors, including in the mediation process if there is a

dispute/conflict between the collaborating actors. There are no measurable performance evaluation indicators that can be used as shared parameters by all collaborative actors involved in measuring the achievement of their collaborative performance and the Tourism Office has not yet demonstrated its capacity to create organizational innovations, either in the form of finding new collaborative work methods, utilizing tourism innovation based on tourism technology, and others.

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