Building bonds for sustainable growth: social capital and networking in Indonesian tourism development
Dia Meirina Suri, Rijalul Fikri, Pahmi Amri, Dini Tiara Sasmi

Party change and electoral performance: assessing the impact of intraparty conflict on the Democrat and Hanura parties
Ridho Al-Hamdi, Krisma Trianisa, Lenny Kurniasari, Tanto Lalam, Neni Nur Hayati, Ramil Mahmud

Assessing JAKSTRAKAB: government platform for waste management in Simeulue Regency, Indonesia
Sri Wahyu Handayani, Vellyayati Hajad, Fadhil Ilhamsyah, Ikhsan Ikhsan, Herizal Herizal

Navigating the complexities: assessing governance mechanisms for inter-regional cooperation
Ardhana Januar Mahardhani

Transforming vision into action: exploring collaborative governance strategies in the development of the Nusantara New Capital City
Rusmiyati Rusmiyati, Andi Fitri Rahmadany

Bridging the gap: mediating role of organizational citizenship behavior in the relationship between job satisfaction, compensation, and work loyalty
Elvia Siska Sari, Dasman Lanin, Aldri Frinaldi

Navigating political terrain: a comprehensive review of leadership theories in political science
Ibnu Asqori Pohan, Muhmad Takiyuddin Ismail, Sharifah Nurisyahidah Syed Anuar

Governing sustainability: land use change impact on the palm oil industry in Riau Province, Indonesia
Nina Yuslaini, Sri Maulidiah

Exploring indigenous intellectual property rights and e-governance: a legal analysis of customary aboriginal knowhow in Arunachal Pradesh, India
Partha Sarothi Rakshit, Koyel Roy, Sarbari Bhowmik, Saroj Singhania, Aarin Gosh, Syed Rainaul Hossain, Debanjan Saha

Navigating digital tourism governance: a case study of branding strategies in the Mandalika special economic zones
Ilham Zitri, Rifaid Rifaid, Yudhi Lestanata, Cahyadi Kurniawan

The politics of voicelessness: voices of community elders in ethnic and religious minorities in the Philippines
Sheryl R Morales, Roque S Morales, Randy D Sagun

From global trends to local realities: understanding women’s political involvement for Indonesia’s democratic progress
Yusriah Dinunun, Hasse Jubbba, Muh Azhar, Zuly Qodir

Legislative policy to criminalizing human trafficking in anti-trafficking law in Saudi Arabia
Islam Mahrous Ali Naggi

Technological interventions: a pathway to combatting judicial corruption
Amalia Syauket, Dwi Seno Wiwanarko, Tyastuti Sri Lestari, Ismaniah Ismaniah

Geographic information systems and big data analytics: optimizing digital adoption to develop tourism in Buton Islands, Indonesia
Herman Lawelai, Anwar Sadat, Ansar Suherman, Muhammat Alim Alfinna, L.M. Ahsan Ishaq
Building bonds for sustainable growth: social capital and networking in Indonesian tourism development
Dia Meirina Suri, Rijalul Fikri, Pahmi Amri, Dini Tiara Sasmi

Party change and electoral performance: assessing the impact of intraparty conflict on the Democrat and Hanura parties
Ridho Al-Hamdi, Krisma Trianisa, Lenny Kurniasari, Tanto Lailam, Neni Nur Hayati, Ramli Mahmud

Assessing JAKSTRAKAB: government platform for waste management in Simeulue Regency, Indonesia
Sri Wahyu Handayani, Vellayati Hajad, Fadhil Ilhamsyah, Ikhsan Ikhsan, Herizal Herizal

Navigating the complexities: assessing governance mechanisms for inter-regional cooperation
Ardhana Januar Mahardhani

Transforming vision into action: exploring collaborative governance strategies in the development of the Nusantara New Capital City
Rusmiyati Rusmiyati, Andi Fitri Rahmadany

Bridging the gap: mediating role of organizational citizenship behavior in the relationship between job satisfaction, compensation, and work loyalty
Elvia Siskha Sari, Dasman Lanin, Aldri Frinaldi

Navigating political terrain: a comprehensive review of leadership theories in political science
Ibnu Asqori Pohan, Muhamad Takiyuddin Ismail, Shairfah Nursyahridah Syed Anuar

Governing sustainability; land use change impact on the palm oil industry in Riau Province, Indonesia
Nina Yuslaimi, Sri Maulidiah

Exploring Indigenous intellectual property rights and e-governance: a legal analysis of customary aboriginal knowhow in Arunachal Pradesh, India
Partha Sarothi Rakshit, Koyel Roy, Sarbani Bhowmik, Saroj Singha, Aarin Gosh, Syed Raihanul Hossain, Debanjan Saha

Navigating digital tourism governance: a case study of branding strategies in the Mandalika special economic zones
Ilham Zitri, Rifaid Rifaid, Yudhi Lestanata, Cahyadi Kurniawan

The politics of voicelessness: voices of community elders in ethnic and religious minorities in the Philippines
Sheryl R Morales, Roque S Morales, Randy D Sagun

From global trends to local realities: understanding women’s political involvement for Indonesia’s democratic progress
Yusriah Dzinnun, Hasse Jubble, Muh Azhar, Zuly Qodir

Legislative policy to criminalizing human trafficking in anti-trafficking law in Saudi Arabia
Islam Mahrous Ali Naggi

Technological interventions: a pathway to combatting judicial corruption
Amalia Syauket, Dwi Seno Wijanarko, Tyastuti Sri Lestari, Ismaniah Ismaniah

Geographic information systems and big data analytics: optimizing digital adoption to develop tourism in Buton Islands, Indonesia
Herman Lawelai, Anwar Sadat, Ansar Suherman, Muhammat Alim Alfinta, L.M. Ahsan Ishaq
OTORITAS : Jurnal Ilmu Pemerintahan
Published by the Department of Government Studies,
Faculty of Social and Political Sciences, Muhammadiyah University of Makassar

For further information, please visit: https://journal.unismuh.ac.id/otoritas

ISSN: 2088-3706 (Print) | 2502-9320 (Online) | DOI: 10.26618

First published in April 2011

Please send all articles, essays, reviews, and documents to:

Regular Mail:
Department of Government Studies
Faculty of Social and Political Sciences
5th Floor of Menara Iqra, Muhammadiyah University of Makassar
Jl. Sultan Alauddin No.259 Makassar, 90221
South Sulawesi, Indonesia

E-Mail:
otoritas@unismuh.ac.id

OTORITAS : Jurnal Ilmu Pemerintahan is an internationally peer-reviewed open access journal published triannual in April, August and December, aims to publishes significant and cutting-edge research drawn from all areas of politics and governmental studies and promotes scholarly, theoretical, pragmatic, and contemporary research, which makes a clear conceptual and methodological contribution to existing international literature.

OTORITAS : Jurnal Ilmu Pemerintahan indexed by:

OTORITAS : Jurnal Ilmu Pemerintahan have been double blind-reviewed by international peer reviewers. The decision on whether the scientific article is accepted or not in this journal will be the Editorial Board's right based on peer reviewer's recommendation.
About the Journal

OTORITAS : Jurnal Ilmu Pemerintahan, with registered number ISSN 2088-3706 (Print), ISSN 2502-9320 (Online), is an internationally peer-reviewed open access journal published triannual in April, August and December by Department of Government Studies, Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar in collaboration with Muhammadiyah’s College Association of Government Studies (AIPPTM) and Asia Pacific Society for Public Affairs (APSPA).

OTORITAS : Jurnal Ilmu Pemerintahan aims to publishes significant and cutting-edge research drawn from all areas of politics and governmental studies and promotes scholarly, theoretical, pragmatic, and contemporary research, which makes a clear conceptual and methodological contribution to existing international literature.

OTORITAS : Jurnal Ilmu Pemerintahan Starting from 2015 it is available in e-journal version and has been currently indexed by both national and international indexer institutions such as: ESCI Web of Science (International), DOAJ (International), ASEAN Citation Index (International), Dimensions (International), Garba Rujukan Digital (National), Google Scholar (International), Crossref (International), BASE (International), SINTA (National), and Indonesia One Search (National).

OTORITAS : Jurnal Ilmu Pemerintahan Starting from 2016 and for the upcoming years, the process of manuscript submission and other management processes will be conducted online through Otoritas : Jurnal Ilmu Pemerintahan website and for the betterment of the quality and quantity of Otoritas : Jurnal Ilmu Pemerintahan qualified reviewers and editors are recruited. Besides that in the same year we collaborated with Muhammadiyah’s College Association of Government Studies (AIPPTM) on the publication of this journal.

OTORITAS : Jurnal Ilmu Pemerintahan Starting from 2018, we collaborated with Asia Pacific Society for Public Affairs (APSPA) on the publication and has been accredited by National Journal Accreditation (ARJUNA) Managed by Ministry of Research, Technology, and Higher Education of Republic Indonesia.
Focus and Scope

Otoritas: Jurnal Ilmu Pemerintahan (Journal of Political Science and Government) promotes scholarly, theoretical, pragmatic, and contemporary research, making a clear conceptual and methodological contribution to existing international literature. Its specific aim is to enhance the broad scholarly understanding of governance, public administration, public law, religion and politics, comparative politics, and democratic institutions in emerging countries.

Otoritas : Jurnal Ilmu Pemerintahan (Journal of Political Science and Government) is committed to disseminating rigorous, high-quality research and debate with a scientific influence on the international society. To that purpose, the Editorial team follows a meticulous editorial procedure, bringing the most sophisticated research on modern politics and governance to the academic community and policymakers. The journal is online and has open access, and its internal publication procedure enables it to distribute its research findings internationally promptly.
Editorial Board

EDITOR-IN-CHIEF
Andi Luhur Prianto, Scopus ID: 57208214401, Universitas Muhammadiyah Makassar, Indonesia

MANAGING EDITORS
Nur Khaerah, Scopus ID: 57708938300, Universitas Muhammadiyah Makassar, Indonesia

ASSOCIATE EDITORS
Abel Kinyondo, Scopus ID: 55293738000, University of Dar Es Salaam, Tanzania
Abel Polese, Scopus ID: 57201804952, Dublin City University, Ireland
Ilyas Mohammed, Scopus ID: 57221933986, University of Liverpool, United Kingdom
Michael Hatherell, Scopus ID: 56433408300, Deakin University, Australia
Nursaleh Hartaman, Scopus ID: 57395318100, Universitas Muhammadiyah Makassar, Indonesia
Riccardo Pelizzo, Scopus ID: 6507727385, Nazarbayev University, Kazakhstan

INTERNATIONAL EDITORIAL
Adam Tyson, Scopus ID: 35337925000, University of Leeds, United Kingdom
AKM Ahsan Ullah, Scopus ID: 10043791400, Universiti Brunei Darussalam, Brunei Darussalam
Ahmad Harakan, Scopus ID: 57203222670, Universitas Muhammadiyah Makassar, Indonesia
Andreas Ufen, Scopus ID: 24280605600, German Institute of Global and Area Studies, Germany
Farida Tadjine, Scopus ID: 57678049100, University of Kasdi Merbah Ouargla, Algeria
Mergen Dyussenov, Scopus ID: 57190342068, National University of Singapore, Singapore
Mohd Afandi Salleh, Scopus ID: 55582821500, Universiti Sultan Zainal Abidin, Malaysia
Mubashar Hasan, Scopus ID: 45861188500, Oslo University, Norway
Muh Firyal Akbar, Scopus ID: 57210750267, Universitas Muhammadiyah Gorontalo, Indonesia
Ni Putu Tirka Widanti, Scopus ID: 57970637000, Universitas Ngurah Rai, Indonesia
Nuryanti Mustari, Scopus ID: 57395318000, Universitas Muhammadiyah Makassar, Indonesia
Önder KUTLU, Necmettin Erbakan Universitesi, Turkey
Rudi Hardi, Scopus ID: 57395629000, Universitas Muhammadiyah Makassar, Indonesia
Wolfgang Drechsler, Scopus ID: 36840148600, University College London, United Kingdom

EDITORIAL ASSISTANTS
Abdillah Abdillah, Scopus ID: 57697035900, Universitas Muhammadiyah Makassar, Indonesia
Hamrun Hamrun, Scopus ID: 57395116400, Universitas Muhammadiyah Makassar, Indonesia
Table of Contents

Building bonds for sustainable growth: social capital and networking in Indonesian tourism development
Dia Meirina Suri1, Rijalul Fikri2, Pahmi Amri3, Dini Tiara Sasmi4
1 Department of Public Administration, Universitas Islam Riau, Indonesia
2,3 Department of Government Studies, Universitas Islam Riau, Indonesia
4 Department of Political Science, State University of New York, USA

Party change and electoral performance: assessing the impact of intraparty conflict on the Democrat and Hanura parties
Ridho Al-Hamdi1, Krisma Trianisa2, Lenny Kurniasari2, Tanto Lailam4, Neni Nur Hayati5, Ramli Mahmud6
1,2,3 Department of Government Affairs and Administration, Universitas Muhammadiyah Yogyakarta, Indonesia
4 Faculty of Law, Universität zu Köln, Germany
5 Democracy and Electoral Empowerment Partnership (DEEP) Jakarta, Indonesia
6 Department of Pancasila and Civic Education, Gorontalo State University, Indonesia

Assessing JAKSTRAKAB: government platform for waste management in Simeulue Regency, Indonesia
Sri Wahyu Handayani1, Vellayati Hajad2, Fadhil Ilhamsyah1, Ikhsan4, Herizal5
1,2,3 Department of Public Administration, Universitas Teuku Umar, Indonesia.
5 Department of Political Science and Public Administration, Erciyes University, Turkiye

Navigating the complexities: assessing governance mechanisms for inter-regional cooperation
Ardhana Januar Mahardhani1
1 Department of Civics Education, Universitas Muhammadiyah Ponorogo, Indonesia

Transforming vision into action: exploring collaborative governance strategies in the development of the Nusantara New Capital City
Rusmiyati1, Andi Fitri Rahmadany2
1 Faculty of Government Management, Governance Institute of Home Affairs Jakarta, Indonesia
2 Faculty of Community Protection, Governance Institute of Home Affairs Jakarta, Indonesia

Transforming vision into action: exploring collaborative governance strategies in the development of the Nusantara New Capital City
Elvia Siskha Sari1, Dasman Lanin3, Aldri Frinaldi3
1,2,3 Department of Public Administration, Universitas Negeri Padang, Indonesia

Navigating political terrain: a comprehensive review of leadership theories in political science
Ibnu Asqori Pohan1, Muhamad Takiyuddin Ismail2, Sharifah Nursyahidah Syed Annuar3
1 Department of Political Science, Universitas Brawijaya, Indonesia
2,3 Department of Political Science, National University of Malaysia, Malaysia.
Governing sustainability: land use change impact on the palm oil industry in Riau Province, Indonesia

Nina Yuslaini¹,², Sri Maulidiah²

¹,² Departement of Government Sciences, Universitas Islam Riau, Indonesia

Exploring indigenous intellectual property rights and e-governance: a legal analysis of customary aboriginal knowhow in Arunachal Pradesh, India

Partha Sarothi Rakshit¹, Koyel Roy², Sarbani Bhowmik³, Saroj Singhania⁴, Aarin Gosh⁵, Syed Raihanul Hossain⁶, Debanjan Saha⁷

¹,²,³,⁴,⁵,⁶,⁷ Amity Law School, Amity University, India

Navigating digital tourism governance: a case study of branding strategies in the Mandalika special economic zones

Ilham Zitri¹, Rifaid², Yudhi Lestanata³, Cahyadi Kurniawan⁴

¹,²,³,⁴ Department of Government Studies, Universitas Muhammadiyah Mataram, Indonesia

The politics of voicelessness: voices of community elders in ethic and religious minorities in the Philippines

Sheryl R. Morales¹,², Roque S. Morales³, Randy D. Sagun¹

¹ Polytechnic University of the Philippines-Parañaque City Campus
² Institute of Comparative and Advances Studies, Philippines
³ Research Management Office, Polytechnic University of the Philippines, Manila

From global trends to local realities: understanding women's political involvement for Indonesia's democratic progress

Yusriah Dzinnun¹, Hasse Jubba²,³, Muh. Azhar², Zuly Qodir⁴

¹,²,³ Department of Islamic Politics, Universitas Muhammadiyah Yogyakarta, Indonesia
⁴ Department of Psychology of Islamic Education, Universitas Muhammadiyah Yogyakarta, Indonesia

Legislative policy to criminalizing human trafficking in anti-trafficking law in Saudi Arabia

Islam Mahrous Ali Naggi *

Department of Public Law, Princess Nourah bint Abdulrahman University, Saudi Arabia

Technological interventions: a pathway to combatting judicial Corruption

Amalia Syauket¹, Dwi Seno Wijanarko², Tyastuti Sri Lestari³, Ismaniah⁴

¹,² Faculty of Law, Universitas Bhayangkara Jakarta Raya, Indonesia
³ Faculty of Computer Science, Universitas Bhayangkara Jakarta Rayam, Indonesia
⁴ Faculty of Engineering, Universitas Bhayangkara Jakarta Raya, Indonesia

Geographic information systems and big data analytics: optimizing digital adoption to develop tourism in Buton Islands, Indonesia

Herman Lawelai¹,², Anwar Sadat², Ansar Suherman³, Muhammat Alim Alfinta⁴, L.M. Ahsan Ishaq⁵

¹,²,³ Department of Government Studies, Universitas Muhammadiyah Buton, Indonesia
⁴,⁵ Department of Communication Science, Universitas Muhammadiyah Buton, Indonesia
Article Guidelines

Article Title: Segoe UI, 14pt Bold, alignment centered, single-line spacing and All Caps. Article title should be written briefly and clearly. It shows exactly the issue to be discussed and should not create misinterpretations. Article title is written in capital letters symmetrically and does not contain unusual abbreviations. Express the main idea of a new article and followed by another explanation.

Author Details: Segoe UI, alignment centered, Article title, author’s name (without academic degree(s)), and author’s affiliate address are written in the center on the first page under the article title. The distance between title and author’s name is double-spacing; meanwhile the distance between author’s affiliate address and abstract title is single-spacing. Keywords should be written under abstract for each language. It is arranged alphabetically and separated by a semicolon consisted of 3–5 words. For Indonesian article, the title is translated into English at the beginning of English abstract (see the example above). Corresponding Author should be marked with an asterisk and followed by a comma “*”) as the example above. At the bottom of the left column on the first page/abstract, it is written the Corresponding Author’s mark and his/her email address (see example). Article revisions and final decisions will only be communicated through the Corresponding Author’s email.

If there is more than one author, write the authors’ names separated by a comma (.). If the author’s name consists of two words, the first name should not be abbreviated. If the author’s name consists of only one word, write his/her actual name in one word. However, the online version (HTML) will be written in two words consisting of the same name (repeatedly) for metadata indexation purpose (Camdali & Tunc, 2006; Fridman, 2008).

Introduction: Introduction consists of (in sequence) general background, state of the art as the basis for the scientific novelty statement of the article, scientific novelty statement, and research problem or hypothesis. In the end, introduction should mention the purpose of article review. Literature review is not allowed in the scientific article format, so it is replaced by the state of the art to prove the novelty of the article.

Research Methods: Method is implemented to solve problems, including analytical method. The method used to solve the research problems is described in this section.

Results and Discussion: This section consists of results and discussion. Every result should be supported by sufficient data. Then, result should be able to answer the research question or hypothesis stated earlier in the introduction.

Conclusion: Conclusion states the answer of the hypothesis and/or research objective or scientific finding. Conclusion is not the repetition of findings and discussion, but it is the summary of findings as expected in the objective or hypothesis. If necessary, conclusion can also be ended with the next idea to be implemented to the study.

Acknowledgment: Acknowledgment are primarily addressed to research funders or donors. Acknowledgment can also be dedicated to people who contribute in the study.

References: All references used in the article should be listed in the References section. References should contain reference literature originating from primary sources (scientific journals at least 80% of the entire references) published in the last 10 (ten) years. Each article contains at least 10 (ten) references. It is better to write the reference system in the article and in the references section using the reference management programs such as Mendeley, EndNote, Zotero, or others.
**Publication Ethics**

**Otoritas : Jurnal Ilmu Pemerintahan**, with registered number ISSN 2088-3706 (Print), ISSN 2502-9320 (Online) is a peer-reviewed journal, available in print and online and published two times a year. This statement clarifies ethical behaviour of all parties involved in the act of publishing an article in this journal, including the author, the chief editor, the Editorial Board, the peer-reviewer and the publisher (Department of Government Studies, Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar in collaboration with Muhammadiyah’s College Association of Government Studies (AIPPTM) and Asia Pacific Society for Public Affairs). This statement is based on COPE’s Best Practice Guidelines for Journal Editors.

**ETHICAL GUIDELINE FOR JOURNAL PUBLICATION**

The publication of an article in a peer-reviewed **Otoritas : Jurnal Ilmu Pemerintahan** is an essential building block in the development of a coherent and respected network of knowledge. It is a direct reflection of the quality of the work of the authors and the institutions that support them. Peer-reviewed articles support and embody the scientific method. It is therefore important to agree upon standards of expected ethical behaviour for all parties involved in the act of publishing: the author, the journal editor, the peer reviewer, the publisher and the society. Department of Government Studies, Faculty of Social and Political Sciences, Universitas Muhammadiyah Makassar in collaboration with Muhammadiyah’s College Association of Government Studies (AIPPTM) and Asia Pacific Society for Public Affairs as publisher of **Otoritas : Jurnal Ilmu Pemerintahan** takes its duties of guardianship over all stages of publishing seriously and we recognize our ethical and other responsibilities. We are committed to ensuring that advertising, reprint or other commercial revenue has no impact or influence on editorial decisions.

**PUBLICATION DECISIONS**

The editor of the **Otoritas : Jurnal Ilmu Pemerintahan** is responsible for deciding which of the articles submitted to the journal should be published. The validation of the work in question and its importance to researchers and readers must always drive such decisions. The editors may be guided by the policies of the journal's editorial board and constrained by such legal requirements as shall then be in force regarding libel, copyright infringement and plagiarism. The editors may confer with other editors or reviewers in making this decision.

**FAIR PLAY**

An editor at any time evaluate manuscripts for their intellectual content without regard to race, gender, sexual orientation, religious belief, ethnic origin, citizenship, or political philosophy of the authors.

**CONFIDENTIALITY**

The editor and any editorial staff must not disclose any information about a submitted manuscript to anyone other than the corresponding author, reviewers, potential reviewers, other editorial advisers, and the publisher, as appropriate.
DISCLOSURE AND CONFLICTS OF INTEREST
Unpublished materials disclosed in a submitted manuscript must not be used in an editor’s own research without the express written consent of the author.

DUTIES OF REVIEWERS:

Contribution to Editorial Decisions
Peer review assists the editor in making editorial decisions and through the editorial communications with the author may also assist the author in improving the paper.

Promptness
Any selected referee who feels unqualified to review the research reported in a manuscript or knows that its prompt review will be impossible should notify the editor and excuse himself from the review process.

Confidentiality
Any manuscripts received for review must be treated as confidential documents. They must not be shown to or discussed with others except as authorized by the editor.

Standards of Objectivity
Reviews should be conducted objectively. Personal criticism of the author is inappropriate. Referees should express their views clearly with supporting arguments.

Acknowledgement of Sources
Reviewers should identify relevant published work that has not been cited by the authors. Any statement that an observation, derivation, or argument had been previously reported should be accompanied by the relevant citation. A reviewer should also call to the editor’s attention any substantial similarity or overlap between the manuscript under consideration and any other published paper of which they have personal knowledge.

Disclosure and Conflict of Interest
Privileged information or ideas obtained through peer review must be kept confidential and not used for personal advantage. Reviewers should not consider manuscripts in which they have conflicts of interest resulting from competitive, collaborative, or other relationships or connections with any of the authors, companies, or institutions connected to the papers.

DUTIES OF AUTHORS

Reporting standards
Authors of reports of original research should present an accurate account of the work performed as well as an objective discussion of its significance. Underlying data should be represented accurately in the paper. A paper should contain sufficient detail and references to permit others to replicate the work. Fraudulent or knowingly inaccurate statements constitute unethical behaviour and are unacceptable.

Originality and Plagiarism
The authors should ensure that they have written entirely original works, and if the authors have used the work and/or words of others that this has been appropriately cited or quoted.

Multiple, Redundant or Concurrent Publication
An author should not in general publish manuscripts describing essentially the same research in more than one journal or primary publication. Submitting the same manuscript to more than one journal concurrently constitutes unethical publishing behaviour and is unacceptable.
Acknowledgment of Sources
Proper acknowledgment of the work of others must always be given. Authors should cite publications that have been influential in determining the nature of the reported work.

Authorship of the Paper
Authorship should be limited to those who have made a significant contribution to the conception, design, execution, or interpretation of the reported study. All those who have made significant contributions should be listed as co-authors. Where there are others who have participated in certain substantive aspects of the research project, they should be acknowledged or listed as contributors. The corresponding author should ensure that all appropriate co-authors and no inappropriate co-authors are included on the paper, and that all co-authors have seen and approved the final version of the paper and have agreed to its submission for publication.

Disclosure and Conflicts of Interest
All authors should disclose in their manuscript any financial or other substantive conflict of interest that might be construed to influence the results or interpretation of their manuscript. All sources of financial support for the project should be disclosed.

Fundamental errors in published works
When an author discovers a significant error or inaccuracy in his/her own published work, it is the author’s obligation to promptly notify the journal editor or publisher and cooperate with the editor to retract or correct the paper.
Navigating the complexities: assessing governance mechanisms for inter-regional cooperation

Ardhana Januar Mahardhani
Department of Civics Education, Universitas Muhammadiyah Ponorogo, Indonesia

Abstract

This article will explain further the inter-regional governance cooperation required by regions that touch each other, as well as by regions that have similar areas and natural products. Cooperation is needed to meet the needs of a region that cannot be met alone and therefore requires assistance from other regions. This article uses examples of successful collaboration carried out by the East Java Provincial Government where there are several good collaborations that will be and are currently being carried out. The method used in this writing is literature study by analyzing previous research that has been carried out and then analyzing it with appropriate theory to arrive at conclusions that are in line with what was expected. The results in this paper are that in the process of cooperation, commitment from each region is very much needed, there must be an official written agreement to enter into a collaboration. In developments in the field it is also known that in implementing cooperation there is a need for other actors who are interconnected. The conclusion in this paper is that in implementing cooperation, each region must have principles that must be upheld, for example in implementing cooperation in East Java Province which uses Mintzberg principles, then in implementing cooperation it will use Mintzberg principles. It also involves other elements which in this case are known as the pentahelix concept.

Keywords: governance, interregional cooperation, effective collaboration

*) Corresponding Author
E-mail: ardhana@umpo.ac.id

Introduction

In his writings about the provision of public goods and the values contained in them (Sager, 2007), Sager conveys that in planning for development in regional areas, it is essential to pay attention to location aspects. It is imperative to maximize the use of space so that the space in question can be used optimally for development and regional development activities based on regional locality. Existing developments state that development in the regions cannot be carried out independently and independently. Regions have small and limited budgets, incomplete infrastructure, and incomplete community services. This incompleteness opens up opportunities for the region to cooperate with adjacent regions. Kourliouros, in a discussion in his research about the theoretical analytical framework of collaborative planning and local development (Mahardhani et al., 2021), describing the urgency of collaboration and cooperation between adjacent regions, he considered that centralized development planning would provide the best solution in long-term development activities. Collaborative development will make the area grow and develop optimally (Bradley et al., 2022; Florini & Pauli, 2018).
Inter-regional cooperation has been carried out by two different regions in the district or provincial realm. This collaboration will support the regional development that was previously expected in the context of regional progress. Two regions mainly do this with similar characteristics: geographical conditions, community economy, community buying and selling conditions, and social and cultural conditions, which are almost the same so that cooperation between these regions will occur quickly. In its implementation, inter-regional cooperation is also used to strengthen relations and linkages of neighboring regions to harmonize regional development, synergize potential between regions and third parties, and increase the exchange of knowledge, technology, and fiscal capacity (Silfiana, 2018).

Inter-regional cooperation is an issue that must be considered because many community activities have crossed administrative boundaries in order to meet their needs. As with problems related to the handling of water resources carried out in the Ciliwung River (Alfian & Vitaloka, 2018) or about the development of tourism objects in the Sangiran historical area, Sragen (Aryanti & Setyowati, 2018). For this problem, several parts must be carried out, namely the urgency of the interest in establishing cooperation on a local basis. Identification of strategic problems, selection of the proper form or model of cooperation, and implementation of government principles are crucial for the success of such cooperation. In this cooperation activity, the strategic role of the province is highly relied upon. Therefore, increasing the province’s role in providing a legal umbrella, budget stimulus, adjustment of functions, and institutional structure of cooperation is an important thing that must be on the agenda for implementing cooperation.

Relations between regional governments are interactions between two regions or units of government at all existing levels and types and are mutually binding (Anderson, 2003). Anderson said that implementing all activities in the collaboration would involve all existing government units at all levels and forms. Intergovernmental relations must be used to form and develop all activities jointly between local governments. The implementation of all cooperative activities together is called intergovernmental cooperation. Intergovernmental cooperation must eliminate the existing managerial fragmentation in regional government; this is intended to fulfill all the community’s interests to be more efficient and effective (Lee, 2016).

There are three approaches to inter-local government relations (Cawley, 2016), namely, the legal and administrative dimension; in this dimension, the focus is on the distinction between the relationship of influence and form of central government and regional government, which is described in the form of central supervision through the existence of legislative, judicial, and executive institutions. Second, is the community political dimension, namely the existence of an alternative approach, described as forming cooperation between the government close to other regions. Third, the inter-organizational political dimension is based on the analysis of the contents of institutions and existing units in government institutions with complex and interdependent systems.

There have been many discussions about inter-institutional cooperation activities in the government as executors of cooperation. However, the results of this strengthened cooperation are how the cooperation process is built, forms of negotiation are developed, and the strength of the value and importance of each regional organization related to the implementation of regional development. Awareness between regions working together causes cooperation to increasingly develop, accompanied by the sharing of experience, namely the existence of space for
various good practices in each region to manage affairs in their respective regions. Of course, this will bring significant benefits to the existing cooperation. Cooperation also allows regions to share burdens (Sadat, 2019). Awareness of each region to work together in order to achieve goals makes cooperation must be carried out. Therefore, the initiation of inter-regional cooperation will be able to run effectively if there are similarities in issues, problems, and needs.

Between regions that are side by side, consciously or uncertainly, are interrelated and have many relationships. These reasons led to initiatives to seize opportunities by collaborating. The implementation of cooperation between the two regions must also consider the benefits that will be taken in implementing the cooperation. It will not be possible if, in the implementation of the cooperation, one party wants and is willing to lose money in the cooperation that has been carried out. Regions that carry out cooperation must ensure that all regional interests are fulfilled during the implementation of cooperation. In this case, the province's role is also vital as a facilitator if, in its implementation, there are selfish regions. In addition, the provincial government can also act as an innovator and motivator in building inter-regional cooperation in its territory; there is no need to wait for initiatives from these regions to start.

Studies that have explained inter-regional cooperation started with finding a model in institutional cooperation, whether cooperation carried out in adjacent regions leads to intergovernmental relational or intergovernmental governance. Agranoff explained that the governance formed between governments that work together must be prepared in an integrated manner and jointly controlled. In managing intergovernmental cooperation, the emphasis is on achieving the goals determined from the beginning of implementing the cooperation. This is done to ensure the implementation of cooperation by the initial plans and objectives (Fowler, 2018).

Several instruments affecting intergovernmental cooperation include intergovernmental regulation, governmental structure, political forces, bureaucratic actions, and intergovernmental communications. (Halperin & Clapp, 2006). In the field of public administration, the implementation of specific authority affairs has become a trend, one of which is about interconnection and interdependence between governments (Utomo, 2006). This form of inter-regional linkage in its implementation will create a new embryo in inter-regional cooperation; of course, this inter-regional cooperation must be implemented. Therefore, in answering this, it is necessary to have a comprehensive and in-depth study of various problems related to the implementation of inter-regional cooperation in the same region.

The emergence of the regional development paradigm in Indonesia began with the enactment of Law Number 4 of 1982 concerning Environmental Principles, then Law Number 23 of 1997 concerning Environmental Governance, before developing into Law 32 of 2009 concerning Protection and Governance of the Environment. Both of these laws hope that there will be a change in the development paradigm, namely, that it was previously based on growth and focusing on economic inequality and that it will become based on sustainable development (Purnaweni, 2014). Of course, this paradigm shift will demand better regional government performance, one of which is by organizing inter-regional cooperation to guarantee sustainable development.

Indonesia has many inter-regional collaborations, including the 'Kunci Bersama' collaboration Research conducted by Yuwanto describes cooperation by seven regencies that border each other. A new institution, namely the Inter-Regional Cooperation Agency, in its implementation, 'Kunci Bersama,' prioritizes infrastructure
development before developing other fields such as social, economic, cultural, administrative, and health (Yuwanto, 2016). Cooperation ‘Kedungsepur’ in the field of tourism, in the research, it was described that in the implementation of this collaboration, there is still a need for in-depth studies regarding the right strategy for tourism promotion and marketing in the realm of administratively, there is no shared understanding about inter-regional cooperation in the tourism sector ‘Kedungsepur’ on the parties involved, namely the Tourism and Culture Office, the commitment of each region is still lacking and the provincial government needs to be involved in the implementation of this cooperation (Muriawan & Lituhayu, 2017). Next is cooperation ‘Pekansikawan’. This also makes the existing tourism potential in each region superior and connects tourism among the four regions. In the implementation of regional cooperation, together with regional apparatus organizations, a tourism development master plan has been prepared along with planning for the development of supporting infrastructure that must be prepared to support the implementation of inter-regional cooperation (Widayanti & Sari, 2022).

Based on several successes and obstacles in the implementation of cooperation in Indonesia, this article will describe the implementation of cooperation between regions that intersect with each other or have the same regional conditions, what is needed in cooperation, and things that are very important for each to make. Regions, as well as the involvement of other actors outside regional government, must exist for successful inter-regional cooperation.

Research Methods

This library research method is very suitable for completing article writing. The article was written using a systematic review and was carried out by identifying the most dominant research problems. In its implementation, researchers also set boundaries in order to search for relevant information, collect previous research, and carry out the selection and extraction process of research results that have been published and are by the topic of this paper. Next, the author will conduct data analysis through meta-synthesis to answer questions from the focus of the research being conducted (Pahleviannur et al., 2022).

The literature used in library research comes from books, journals from previous research results, and archives/documentation that have the same relevance as the theme of this article. The journals used come from reputable international and national journals that are accredited and relevant to research topics around the governance of inter-regional cooperation. There are twelve international journals and proceedings and eighteen national journals, as well as several pieces of literature used as references for fictional and theoretical frameworks in analyzing problems on research topics. The data used is secondary data supported by similar research while also using government documents such as directory data, performance reports, statistical data, and statutory regulations that can be accounted for to be analyzed as research sources.

Some of the points analyzed in this study are 1) The use of the New Public Service paradigm in the implementation of inter-regional cooperation, 2) The form of inter-regional cooperation is carried out in East Java Province using the Mintzberg approach, which in its development is seen as capable of encouraging open participation in the framework of implementing collaboration between regions. In summarizing the results of previous research, researchers used narrative techniques after going through a selection and extraction process of searching for library sources; this makes the meta-analysis strong in this research. Furthermore, the results of the
summary by the researcher are analyzed using a meta-aggregation approach to find descriptive meaning based on the theoretical sources and framework of the research; of course, this will answer all the questions that are the focus of the research (Sulikah et al., 2021)

Results and Discussion
Inter-Regional cooperation: using the new public service paradigm

In its development, two approaches are applied in the era of bureaucratic reform, namely the New Public Management (NPM) and New Public Service (NPS) approaches. In the public administration paradigm, the third period, known as the NPS, certainly has a different implementation from the NPM concept. There is a combination of several existing elements. Unlike the classic model concept and NPM, the NPS concept is a concept that combines various elements. Thoha mentioned that NPS was built from basic ideas and concepts: (1) the theory of democratic citizenship, (2) community and society models, (3) community organizations, and (4) the postmodern science of public administration (Thoha, 2008).

Mahmudi explained that public sector organizations need to adopt the principles used by the private sector. This is because, due to the growing modernization and increasingly complex demands of society, public organizations must also continue to make improvements and concepts from previously very normative to more dynamic ones (Mahmudi, 2003). Public sector organizations in the NPS must have started to develop the idea that human existence in the organizational environment has a pretty important role, so it is only natural that the organization pays attention to its existence. In addition, the role of humans is very central because, as public servants in an organization, they have to deal with other humans who each have the same rights; therefore, the humanist element is the key to the success of these public organizations.

In the NPS paradigm, the economic orientation is not the first, so how these employees work in an organizational environment is seen from the commitment and sincerity of each employee in providing the best service to the community (public) (Ningtyas, 2017). Rachmadi & Muslim (2016) They explained that three characteristics can define public service. First, public service is not just a proposal to provide services but also an effort to provide broader social benefits based on social justice. The second is that public services place service users more as citizens than as mere service users (customers). Third, users of public services are more complex and multidimensional; they can be individuals, families, or communities.

The emergence of the NPS has also made the position of the central government based on its function and role into (1) Coordination, having excess knowledge in implementing policies at all levels of regional government in coordinating development nationally; (2) Allocation, a legitimate role to allocate existing resources and funds for the sake of balance and equity between regions, (3) Distribution, these resources reach the regions and ensure that regional economic balance and equity can run well, (4) Stabilization, ensuring that economically the regional economic growth and welfare, as well as sustainability, can be maintained, (5) Evaluation, part of the control mechanism with the central question whether all regional policies have been adequately implemented (Warsono, 2020).

Government administration implements the service function in the community by allocating existing resources and funds (Hastuti, 2022). Based on the NPS framework, the existence of inter-regional cooperation institutions as one of the topics discussed in this dissertation is a form of decentralization implementation. The pattern of inter-
regional cooperation has also experienced movement along with implementing decentralization in the region. Therefore, the existence of inter-regional cooperation in the regions will be significantly influenced by the central government as the leader in the country's development process, and the formulation of the correct strategy in the cooperation institution will determine whether or not the cooperation process takes place.

The success of inter-regional cooperation: learning from East Java

Inter-regional cooperation is currently becoming a trend, as is happening in East Java Province, namely in terms of connectivity and interdependence, in order to create an integrated region based on local conditions in the region. The very strategic location of East Java Province, with an area of 47,799.75 km², really represents a miniature of Indonesia because it can reflect the condition of the plurality of ethnic groups that exist in Indonesia. East Java Province is the economic and trade gateway to the eastern part of Indonesia, which makes it a busy province. In 2020, the East Java Provincial Central Statistics Agency stated that the population was 39.699 million people who had various jobs at an economic level that was above average (BPS Provinsi Jawa Timur, 2020).

Under these strategic conditions, the economic conditions of the East Java Province in the second quarter of 2019 improved compared to the previous quarter. The increase in growth was contributed by government consumption, investment, and an increase in foreign exports accompanied by a decrease in imports. On the other hand, the increase in the performance of the agricultural sector, the provision of accommodation, food and drink, and construction has become a driving force for the positive performance of East Java's economic growth (Kanwil BI Provinsi Jawa Timur, 2019).

Soekarwo explained that East Java's increased competitiveness was due to four main strategies: First, economic stability on a macro scale. Second, governance and institutional formation. Third, business, financial, and labor conditions. Fourth, infrastructure development and community quality of life. Soekarwo said increased competitiveness will result in optimizing the use of various existing opportunities. East Java Province is also an important area in the economic sector in Indonesia because of the position of East Java Province, which is the center of gravity in Indonesia (Soekarwo, 2018). The East Java Provincial Government focuses on three main sectors that support the economy: manufacturing, trade and services, and agriculture. The industrial sector is directed to carry out downstream industries to produce high-value-added products, strengthen industrial structures, and provide employment and business opportunities (Junari et al., 2020).

East Java Province has 38 regencies and cities with very diverse geographical conditions. Each district and city has characteristics, advantages, and disadvantages, so they can complement each other if inter-regional cooperation can be carried out. East Java Province is generally divided into five development areas, namely the 'Gerbang kertasusila,' Madura and Islands, Bromo Tengger Semeru, Ijen Baluran, and Selingkar Wilis areas.

East Java Province has also received achievements in development progress in 2018 from the Ministry of National Development Planning. This is because there is a work plan from the regional government of East Java Province, which is very measurable from the beginning of planning and determination to achieving targets in development. The principles of consistency, measurability, and comprehensiveness
mean that the level of success in implementing development, whether carried out independently or in collaboration with other regions, can be seen.

The large number of districts in East Java Province makes inter-regional cooperation mandatory. Each district will be unable to act independently to meet its needs. It is even possible that to develop all the potential in each district, you must collaborate with the private sector (third party). Many districts in East Java Province have collaborated; of course, the most important thing is the encouragement of the exact needs and feelings regarding the geographical, economic, social, and cultural conditions in the area, like 'Sekarkijang' (Se-Karisidenan et al.), covering the districts of Jember, Lumajang, Situbondo, Bondowoso, and Banyuwangi. The collaboration between the six districts is intended to develop the economy in the 'horseshoe' area, which is a buffer area on the eastern side of the East Java Province region. In its implementation, this collaboration is also to fill each other's shortage of economic raw materials in agriculture, plantations, fisheries, and animal husbandry so that price stability occurs for community prosperity (Solichah, 2018).

Apart from that, there was also a joint agreement made by Sampang Regency with the Surabaya-Madura Regional Development Agency regarding the form of facilitation and provision of stimulation for accelerating economic growth in the Sampang Regency area, the existence of this memorandum of understanding is also beneficial for the sustainability of economic activities in Sampang Regency.

In order to build ideal community conditions, especially in terms of economic equality for the community in each district in East Java Province. Each district has also carried out much cooperation, especially with neighboring districts; this is done either through joint meetings, cooperation agreements, memorandums of understanding, or in the form of other agreements that have been established, including (1) 'Ratubangnegoro' (Blora et al.), (2) 'Pawonsari' (Pacitan et al. Regencies), (3) 'Germakertasusila' (GKS) Plus (Gresik et al., Surabaya City, Regency Sidoarjo and Lamongan Regency, as well as Tuban, Bojonegoro, Jombang, and Pasuruan Regency and City), (4) 'Karismapawirogo' (Karanganyar et al.), (5) 'Pawitandirogo' (Pacitan et al., and Ponorogo Regency), (6) 'Golekpawon' (Ponorogo et al.), (7) 'Ngadipono' (Nganjuk et al.)

In East Java Province, two institutional models are used: the Interregional Cooperation Agency model and the Joint Secretariat (Sekber) model. Of course, both have two different concepts, even though they prioritize networking in implementing inter-regional cooperation, namely intergovernmental relations and intergovernmental governance. Intergovernmental relations is an inter-regional organizational pattern that only allows coordination on general aspects throughout the region, while intergovernmental governance is an inter-regional organizational pattern that provides the possibility of implementing fully controlled governance with clear cooperation sectors (Faozan, 2007).

Next is the Joint Secretariat model (Sekber), which is by the Regulation of the Minister of Home Affairs of the Republic of Indonesia Number 22 of 2020 concerning Procedures for Cooperation with Other Regions and Cooperation with Third Parties in Article 50. It is stated that the cooperation secretariat formed in the framework of regional cooperation with other regions is not a regional apparatus and has the task of facilitating regional apparatus in carrying out cooperation. The cooperation secretariat has the following tasks: (1) to help manage, monitor, and evaluate the implementation of cooperation, (2) provide input and suggestions to the respective regional heads
regarding the same steps to be taken if there are problems, and (3) report the implementation of tasks to the head of each region.

In its implementation, it was discovered that the collaboration had experienced many obstacles in the field, most of which were internal to the regional government, namely the sectoral egos of each regional apparatus. This means that many memorandums of understanding in East Java Province are still just pieces of paper without precise implementation. Even building an inter-regional cooperation institution is still very difficult (Mahardhani et al., 2020). Research on the coordination of the governance of Bromo Tengger Semeru National Park to improve tourism services (Utami, 2017) It was explained that the existence of an understanding regarding the governance of Bromo Tengger Semeru National Park as a strategic value of a tourist area gave rise to the emergence of regional interests to gain as much profit as possible from the area, which led to a conflict of interests between tourism potential and the concept of conservation. From this research, it is also known that no joint institution focuses on the development of the Bromo Tengger Semeru National Park area, resulting in a very high sectoral ego.

In addition, research conducted by Nababan on the formulation of inter-regional cooperation policies, studies on the construction of the Sukorejo-Batu pass, which includes cooperation between the Provincial Government of East Java, Pasuruan Regency, Malang, and Batu City (Nababan, 2017) States that there are supporting and inhibiting factors in the implementation of cooperation. One of the supporting factors is the existence of support from the local community regarding the road infrastructure development process. In contrast, the inhibiting factor in implementing cooperation is a high sectoral ego, namely the unwillingness to share budgets between regions so that the cooperation cannot run well.

Subsequent research entitled Interregional Cooperation in Terms of Public Service Management and its Relationship with Regional Original Income (Husna, 2020). The research results show that the cooperation carried out is still not as expected; the recommendations offered are as follows: First, there should be synergy between the Sidoarjo district government and the City of Surabaya in managing the Surabaya Terminal. The two regions should work together and form harmonious conditions to strengthen the Institutionalized Hard Cooperation model by building Balance in Joint Formation. A cooperation secretariat will undoubtedly form a good and ideal network to increase accountability, efficiency, and effectiveness in managing the agreed cooperation. Second, the Surabaya City Government and the Sidoarjo Regency Government should re-coordinate to change the cooperation rules for managing the Surabaya Terminal in accordance with Law Number 23 of 2014 and the principles of cooperation that adhere to the spirit of regional autonomy.

The three research results researchers have reviewed regarding cooperation in East Java Province show that cooperation in East Java Province has not been implemented well. Agreements in the form of understanding in cooperation have not been able to represent effective and efficient joint activities. However, support from the East Java Provincial government is always available in the context of implementing cooperation that has been formed either between districts or with private parties (third parties). This can be seen from the formation of the Regional Cooperation Coordination Team based on the Decree of the Governor of East Java number 188/255/KPTS/013/2016 led by The Regional Secretariat facilitated by the Public Relations and Protocol Bureau of East Java Province.
Recommendations for ideal inter-regional cooperation through the Mintzberg approach

In principle, the strategy for implementing cooperation as happened in East Java Province can be seen from the planning paradigm presented by Mintzberg, namely the 5P (plan, pattern, position, plot, and perspective) (Mintzberg et al., 1998) These five principles can be described as follows:

1. **Plan.** The embodiment of cooperation begins with an agreement between two or more districts that will work together. They agree to cooperate in various aspects, such as regional development, including aspects of planning, implementation, monitoring, maintenance, and evaluation with twenty objects from the joint agreement, namely tourism, employment general affairs, spatial planning, cooperatives and SMEs, industry and trade, agriculture, plantation, animal husbandry, forestry, transportation, environment, health, education, social, culture, investment, sanitation, mining and energy, population and employment.

2. **Pattern.** The pattern in implementing inter-regional cooperation at Selingkar Wilis is manifested in strengthening two dimensions, namely institutions and budgeting. The institution formed in inter-regional cooperation in the Selingka Wilis Area is the establishment of a Joint Secretariat (Jointly formed authorities). In this case, the regional government is willing to delegate implementation, governance, and responsibility to bodies that have been jointly formed and consist of representatives from relevant local governments. This body is also filled with members from professional circles contracted by the local government concerned, namely the existence of non-governmental elements, namely the private sector, academics, communities, and the media, all of which collaborate. Furthermore, for budgeting in the joint memorandum of understanding, it is stated that the financing is borne by the Regional Revenue And Expenditure Budget of each district and other legal and non-binding resources. Meanwhile, in the implementation of inter-regional cooperation with a focus on road infrastructure development, the financing process is borne by the Regional Revenue And Expenditure Budget of each district, the Regional Revenue And Expenditure Budget of East Java Province, the State Revenue and Expenditure Budget, and other legal and non-binding funds. It is known that in practice, the central and provincial governments have not participated, even though the development of areas in East Java Province, for example, is Selingkar Wilis which is a national strategic program through the issuance of Presidential Decree No. 80 of 2019 concerning the Acceleration of Economic Development in the Gresik-Bangkalan - Mojokerto - Surabaya - Sidoarjo - Lamongan Region, the Bromo - Tengger - Semeru Area, as well as the Wilis Alley Area and Southern Cross and appears in the planning of the Strategic Development Area where the Wilis Selingkar Area is located between 2 Strategic Development, namely Strategic Development 11 Semarang-Surabaya and Strategic Development 12 Yogyakarta-Prigi-Bilitar-Malang from the Regional Infrastructure Development Agency of the Ministry of Public Works and Public Housing but the budgeting that is implemented is still limited to being carried out by the Regional Revenue And Expenditure Budget of each district.

3. **Position.** In this case, the placement of each district in cooperation activities is equal, and no one is dominant between regions. In accordance with the principle of cooperation, namely, equal partnership (Pratikno, 2007) The parties' interaction and benefits must be based on an equal position (equality). Cooperation places the
interacting parties in a balanced, harmonious, and harmonious position because the interactions are aimed at fulfilling everyday needs without harming anyone.

4. **Ploy.** Infrastructure development in the collaborating regions must be regulated explicitly in cooperation agreements that have been signed by each Regional Planning and Development Agency, including (1) Coordinating related to program synergy, (2) Carrying out road infrastructure development, (3) Carrying out repairs road infrastructure, (4) Joint monitoring and evaluation of the implementation of cooperation, (5) Carrying out other activities that support the success and sustainability of cooperation agreements.

5. **Perspective.** Initially, the purpose of holding a memorandum of understanding was to harmonize inter-district development programs in the implementation of regional development and optimize the effective and efficient governance of potential and resources for the community's welfare. In its development, the program presented in the memorandum of understanding could not be implemented optimally, so the collaborating districts agreed to develop one sector, which was realized as a cooperation agreement. However, the cooperation agreement cannot be implemented because there is no common understanding regarding the selection of road alignments and the benefits arising from the implementation of this inter-regional cooperation. In practice, some regions are enthusiastic about the development process and have not conducted development.

Based on the description of Mintzberg's strategic approach regarding the implementation of inter-regional cooperation in East Java Province, it can be seen that the principles of collaboration offered in intergovernmental management (IGM) are very important to implement. McGuire explained that IGM is more than just intergovernmental relationships (McGuire, 2006). The elaboration of the IGM concept also emphasizes how to make efforts to harmonize structural cooperation with managerial cooperation with an organizational approach to inter-regional cooperation, namely inter-organization, which in its thinking that inter-organization will emphasize the principle of collaboration will be carried out in one area, it will not be able to work alone and in order to complement the needs of inter-regional organizations. regions, even more than inter-regional governments in inter-organization will also involve the interaction of various parties (Prihadyanti & Laksani, 2016) This ultimately creates a network with various parties, which creates high value, namely the continuity of the implementation of inter-regional cooperation.

This inter-regional cooperation model was developed through an initial relationship in the form of a network, which was then upgraded to a cooperative relationship towards partnership and a spirit of collaboration. (Castaner & Oliveira, 2020; Yue et al., 2022). In practice, the intended collaboration is carried out using the Penthahelix model, which involves five elements, namely: (1) local government, (2) private parties, (3) communities, (4) academics, and (5) media.

**Conclusion**

Based on the results of the research and discussion, there are several conclusions in this study: The implementation of inter-regional cooperation in East Java shows a positive trend and is carried out by many districts, even the implementation of cooperation across provincial administrative borders. Four factors support and hinder the implementation of inter-regional cooperation: regional egoism, regional participation, inter-regional coordination, and sustainability of cooperation. There is a strategy in the implementation of inter-regional cooperation that is considered ideal in
East Java Province through five principles, namely (1) Plan for the embodiment of cooperation starting from a memorandum of understanding and cooperation agreement, (2) Pattern, the pattern in the implementation of cooperation which is realized in strengthening two dimensions of cooperation namely institutional and budgeting, (3) Ploy, seeing that there is a part of the cooperation that must be regulated explicitly in the cooperation agreement, (4) Position which shows that each region is equal, and (5) Perspective, which is to reconcile the views of each region into one main activity that will work together.

References


