

Commitment in Collaborative Policy Innovation: Socio-Economic Development of Coastal Area Coastal Border Area in Nunukan District North Kalimantan Province

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Abstract

Commitment is an attitude that reflects the extent to which an individual knows and is attached to his organization. This research aims to analyze the commitment of each stakeholder in an effort to reduce the use of plastic bottle waste in coastal areas which is used as a float for seaweed. This research uses descriptive qualitative research methods. The results of the research explain that the Nunukan district government is always trying to provide outreach to the community regarding the use of plastic bottle waste which has an impact on the environment. In this case on Affective Commitment It was explained that the Nunukan district government always innovates and supports the community and the private sector in developing innovations related to environmentally friendly or HDPE buoys. The government is currently committed to distributing 400,000 buoys to seaweed farmers by 2024, this will of course also have an impact on the situation. social and economic aspects of coastal communities. Furthermore Continuances Commitment It was explained that not only related to reducing the rate of plastic waste, the government and other stakeholders such as the Nunukan district CSR forum also always make efforts to provide assistance to the community through assistance with drilling wells and assistance related to the use of plastic bottles to be used as environmentally friendly floats. Then Normative Commitment shows that the government is working together with stakeholders in developing environmentally friendly buoy innovations to reduce the rate of use of used plastic bottles.

Keywords: Collaborative Policy Innovation, Socio-Economic, Commitment.

INTRODUCTION

Indonesia, the largest archipelagic country in the world, is rich in a variety of marine and coastal resources. Natural resources and coastal areas are developed and maintained to provide opportunities and challenges in improving sustainable socio-cultural and economic development (Andhika, 2021).

In collaborative governance, public policies and problems are the main focus. This is what differentiates the meaning of governance. The other is an emphasis on public issues and problems as well as problem solving techniques.

Stakeholder relationships are usually problematic, but collaborative governance is a concept designed to facilitate collaboration. Stakeholders and public institutions (government) work together in this matter. According to Simon Zadek (2008) in (Syah et al., 2023), collaboration is something that cannot be avoided, both by the government and the non-government sector in providing services to the community. Collaboration needs to be carried out starting from planning, implementing activities, capital, to business development and strengthening the legal umbrella. Ansell and Gash (2008) provide an understanding of collaboration as a series of processes for managing the involvement of various institutions, both government and non-government, to create or implement a public policy. Ansell and Gash in (Syah et al., 2023) emphasize six collaboration criteria, namely the existence of a forum initiated by government and non-government institutions; there must be actors from the non-government sector in the forum; there must be actors directly involved in public decision making; there must be an official forum held collectively; there must be a forum that aims to make decisions based on deliberation and consensus; and there must be collaboration focused on public policy or public management.

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Indonesia is one country that can use collaborative governance to overcome current tourism-related problems. The real challenges faced by the government can basically be overcome by collaborating with various parties involved in management, based on various literature on innovation and government management (Mustari, 2018).

As a rational choice, innovation seems to have become an inseparable part and a demand for public organizations in both the Central and regional governments. This is in line with various changes and dynamics of societal demands. Innovation is expected to be a strategy in increasing the leverage of organizational performance both in producing products and services. One of the strategic efforts of public organizations to continue to make these changes is by creating new products (both in terms of goods and services), new structures, new relationships and new cultures (Sururi, 2017).

Indonesia is an archipelagic country with a stretch of coastline which is a very productive coastal area. Coastal areas have vast and abundant natural resources, one of which is seaweed production. According to data from the Ministry of Maritime Affairs and Fisheries in 2022, total seaweed production in Indonesia will reach 9.2 million tons. This shows that Indonesia has enormous potential for the development and management of seaweed. Coastal areas offer a lot of economic potential that has not been exploited because it has not been extensively managed. This area needs to be developed in accordance with its natural wealth potential in order to improve the economic standard of living of the surrounding community (Nur et al., 2020).

Commitment is a very important component in the collaboration process. Commitment is closely related to the original motivation of the actors in collaboration. Commitment also has a sustainable impact on the implementation of something

government policy. Especially the programs that have been implemented by the government. Commitment also plays a very big role in the development of a region. Commitment to collaboration can help realize the goals of the programs that have been implemented by the government. Commitment between development actors is important to implement considering that commitment is an important variable in the process of achieving goals. Commitment plays a role in showing motivation which becomes the leverage for the efforts of development implementing actors as long as the collaborative governance scheme is running (Johnston in (Tamrin & Raharja, 2021).

The coastal area of Nunukan Regency in North Kalimantan Province has very broad economic opportunities. This is partly due to the large amount of seaweed cultivation that is handled there, as well as the exports and imports that have been carried out. This means that this potential needs to be realized optimally so that entrepreneurship can grow and become a source of economic activity that can absorb large numbers of workers and can develop the socio-economic development of coastal area communities. However, apart from that, there are many challenges faced, one of the challenges faced is the large level of use of plastic waste bottles which are used as seaweed floats, but this can have a negative impact not only on the sea but also on the environment around coastal areas. This dynamic justifies the need for local governments to create new policies that emphasize their constituent components and how to implement these policies in various areas of society. Not only that, the government needs to increase its sense of commitment to the implementation of the programs that the government has implemented. Thus, there is a need for a strong commitment from the government through collaboration with various parties for the socio-economic development of communities in the coastal areas of the Nunukan Regency border area.

LITERATURE REVIEW

Collaborative

Collaborative is togetherness, cooperation, sharing tasks, equality and responsibility where the collaborating parties have the same goals, the same perceptions, the willingness to proceed, provide mutual benefits, honesty, compassion and are community-based (Gray, 1989) in (Tamrin & Raharja, 2021).

Collaboration was initially used in the nineteenth century in the development of industrialization, as well as the emergence of more complex organizations, and the increasing division of labor and tasks. Collaboration is also

a thinking process where the parties involved look at the different aspects of a problem and find solutions to these differences and the limitations of their views on what can be done. Collaboration is interpreted as togetherness, cooperation, sharing tasks, equality and responsibility where the collaborating parties have the same goals, the same perception, the willingness to process, providing mutual benefits, honesty, compassion and community-based.

Collaboration, according to Lindeke & Sieckert (2005), is a complex process that requires deliberate, planned and responsible sharing of knowledge. Thomson and Perry (2006) developed a definition of collaboration as a process in which actors who have autonomous authority interact through formal and informal negotiations, jointly creating rules and structures that regulate relationships and ways of acting or making decisions on issues that bring them to the fore. togetherness in mutually beneficial interactions.

Agranoff and McGuire (2003) in (Tamrin & Raharja, 2021) view collaboration as horizontal and vertical activities. Then, these activities are analyzed through the following components:

Communication

Intensive communication is very important in collaboration. Collaboration can be done directly and indirectly. Communication carried out indirectly can be through technological intermediaries. Communication through intermediaries will be more effective in collaboration where there is conflict between actors.

Value Added

The values referred to here are public values, namely those resulting from efficiency, democracy in institutions/organizations, and collaborative processes. The problem in creating public value is that there is a level of importance, urgency, and scope of the problem that crosses over sectoral, thereby realizing that the government itself is unable to create an important part of public value.

Deliberation

Deliberation is an advantage of collaboration that forms mutually beneficial learning, building communities and utilizing interactive processes.

Collaborative Process

Interface Dialogue (Face to Face Dialogue)

Interface dialogue as a form of communication is important in collaboration, because of the process of forming agreements. Direct communication (face to face) is an effort to reduce stereotypes (i.e. the perception of actors who see the bad side of other actors) and increase respect between actors. With direct communication, the actors involved in the collaboration become more objective in their interactions.

Trust Building

Building trust is a necessary condition for building solid collaboration. Building trust takes a long time, this is because collaboration requires intensive (continuous) communication and adjustments to current conditions from the re-emergence of past conflicts (prehistory antagonism). Ansell and Gash put forward their argument as follows:

“If the prehistory is highly-antagonistic, then policy makers or stakeholders should budget time for effective remedial trust building. If they cannot justify the necessary time and cost, then they should not embark on a collaboration strategy”

Policy makers or stakeholders must allocate time to carry out effective trust-building remediation. If not, then collaboration should not be carried out.

Commitment

In the collaboration process (commitment to the process) Commitment is a very important component in the collaboration process. Commitment is closely related to the original motivation of the actors in collaboration.

Shared Understanding

Mutual understanding is important in achieving common goals. Shared understanding can be interpreted as common mission, common purpose, common objectives and shared vision. The understanding in question is the unification of thoughts and common goals, thereby minimizing the occurrence of misunderstandings between actors.

Temporary Impacts (intermediate outcomes)

Temporary impacts occur during the collaboration process, therefore there is the word "temporary" in it. Temporary impacts produce feedback. The desired feedback is positive feedback, which is called "small-wins". These small wins will increase the expectations of each actor in the collaboration, thereby increasing trust and commitment.

Commitment

Steers and Poster view commitment as an attitude. According to him, people who have commitment are people who are willing to involve themselves in their organization. This person is willing to contribute everything he has for the benefit of the organization, with the intention that the organization remains in good condition.

Commitment is an attitude that reflects the extent to which an individual knows and is attached to his organization. Employees who feel more committed to the organization have reliable habits, strive to stay longer in the organization, and put more effort into work. Nowday, Porter and Steers define organizational commitment as the relative strength of an individual in identifying his involvement in the organization. Joint commitment for each stakeholder is necessary for the continuity or success of a program or policy implemented by the government. Shared commitment has characteristics such as dedication to goals and being willing to devote great energy to achieving them. Members of an effective team show high loyalty and dedication to the team and are willing to do whatever can help the success of the program that has been implemented.

Commitment can come from several sources, including: first, commitment will increase if we carry out behavior based on attitude. Second, commitment increases when we base our attitudes on public views. Third, direct experience with the object of attitude, when someone acts directly on an issue, usually their attitude will be stronger. Fourth, freedom to choose one's attitude will give rise to a feeling of greater commitment than choosing one's attitude because one is forced or coerced. Commitment to an organization involves three aspects, namely: (1) a sense of identification with the organization's goals, (2) a feeling of involvement in organizational tasks, (3) a feeling of loyalty to the organization. Research evidence that the absence of commitment can reduce organizational effectiveness. Committed people are less likely to quit and accept work.

Dimensions of Commitment

Mowday et al (1979) defines three dimensions of commitment in organizations as follows:

Affective Commitment

Commitment related to the desire to be attached to the organization. Someone wants to be in an organization because of a desire that arises from themselves.

Continuance Commitment

Commitment that arises because of rational needs. This commitment arises on the basis of profit and loss, considering what things must be sacrificed if you want to stay in an organization, with the dimensions of other options, benefits, costs.

Normative Commitment

Commitment originates from the norms that exist within the individual, which contain the individual's belief in responsibility towards the organization he feels must survive for reasons of loyalty. The key to this commitment is the obligation to stay in the organization (ought to). This type of commitment is due to the moral values that individuals have personally. Kanter stated that there are three forms of organizational commitment, namely as

follows: (1) Continuous commitment is a commitment related to the dedication of members in carrying out the life of the organization and produces people who are willing to sacrifice and invest in the organization.; 2) Integrated commitment is a member's commitment to the organization as a result of social relationships with other members in the organization. This occurs because employees believe that the norms are beneficial; (3) Controlled commitment is a member's commitment to organizational norms that provide behavior in the direction they desire. The norms that an organization has are appropriate and able to contribute to the desired behavior.

RESEARCH METHODS

This research uses a qualitative approach. The choice of this method is based on the theory or model that is used as a reference in data collection, which is then verified or confirmed with field data collected through qualitative analysis methods. In this research the focus is on Commitment in Collaborative Policy Innovation: Socio-economic Development of Communities in Coastal Areas Border. The research location was carried out in Nunukan Regency, North Kalimantan province. The focus of this research uses the commitment stated by Mowday (2000), namely *Affective Commitment*, *Continuance Commitment*, *Normative Commitment*. To collect data, researchers used observation and interview techniques. Data sources in this research were taken through primary data and secondary data. Primary data collection was carried out directly using in-depth interview methods. Secondary data collection was obtained through related office documents and online data searches. Informants in this research were selected according to the criteria set by the researcher by considering all the information needed to carry out the research. The data collection technique in this research is a systematic procedure using interview, observation and documentation methods. Furthermore, to declare the validity of the data using four techniques, namely Trustworthiness (*Credibility*), Transferability (*Transferability*), Dependency (*Dependability*), Certainty (*Confirmability*). According to Miles and Huberman, they divide analysis into four activity streams, namely as follows: (Sugiyono, 2010), namely data collection, data reduction, data presentation, and drawing verification conclusions.

RESULTS AND DISCUSSION

Affective Commitment

Commitment related to the desire to be attached to the organization. Someone wants to be in an organization because of a desire that arises from themselves. Affective commitment is also really needed in collaborative policy innovation, where stakeholders have the same desires

It is great to be involved in implementing a program, especially a program that has been implemented by the government in the community. Nunukan Regency is an island region that borders directly with neighboring countries. The natural wealth owned is very diverse, ranging from seaweed cultivation, oil palm plantations to mining. In developing the community economy in Nunukan Regency, currently the focus is on cultivating and developing seaweed. Seaweed is currently the main commodity in the economy in Nunukan Regency. Based on the results of interviews conducted with the Head of BAPPEDA, he explained that

"If there are 2 local governments for the seaweed sector, they should go to the DLH agency to reduce the clutter, we have communicated because if left unchecked it will become chaotic. That's why it finally became a seaweed cultivation village. For example, if seaweed is not properly managed, there will be no access for the fleet. Then for trade, because it seems that the role of the sales association is intense, the price for Nunukan cannot yet be determined, we have only just produced it, but the impact on benefits for society can already be felt. So of course we, the government, continue to be committed to ensuring that the seaweed in Nunukan can be put to good use, seeing that many people have their lives fulfilled through seaweed cultivation. "Apart from that, of course we are committed to continuing to protect the environment regarding problems related to seaweed cultivation."

Based on the results of the interview above, it can be concluded that the Nunukan district government continues to strive to increase commitment among stakeholders in the socio-economic development of the community. Seeing that the development of seaweed cultivation is very large in Nunukan Regency, the government continues to innovate both for the development of seaweed, as well as in relation to policy.

The policy to be implemented. Then, the challenges faced by the government in the socio-economic development of coastal communities can also be seen from the government's efforts to reduce the slums and messiness of coastal areas caused by the use of plastic bottle waste as seaweed floats. Through this, the government is committed to developing environmentally friendly buoys, to reduce plastic bottle waste used as seaweed buoys. Based on data submitted by BAPPEDA, in 2024 400,000 buoys will be distributed to fishermen and seaweed cultivators. This is the basis that the Nunukan district government is always committed to managing marine space in the use and development of seaweed. Because the main income of the people of Nunukan district comes from seaweed cultivation. Through the development of seaweed cultivation, there are sub-districts in Nunukan district which are designated as fishing villages which are then given a decree through Decree of the Minister of Maritime Affairs and Fisheries of the Republic of Indonesia Number 16 of 2022 concerning Fisherman's Fishing Villages.

Table 1. Cultivation Fisheries Village

Name of Village Aquaculture	Location	
	Province	Regency/City
Udang Windu	North Kalimantan	Bulungan
Nila		Malinau
Rumput Laut		Nunukan
Udang Windu		Tana Tidung
Kepiting		Tarakan

Data Source: Department of Fisheries and Maritime Affairs

Based on the table above, it explains that Nunukan district is one of the areas designated as a seaweed producing area in the province of North Kalimantan. One of the areas in Nunukan district that has been designated as a Cultivation Fisheries village is Mamolo District.

Continuance Commitment

Commitment that arises because of rational needs. This commitment arises on the basis of profit and loss, considering what things must be sacrificed if you want to stay in an organization, with the dimensions of other options, benefits, costs. In the socio-economic development of communities in the coastal areas of Nunukan district, many commitments have been given by stakeholders in terms of assistance for the needs of the people in Nunukan district. Based on the results of an interview conducted with the Chair of the Nunukan Regency CSR Forum, he explained that:

"We started this by drilling wells from our company, making proposals and letters, many people responded because the need was real, and even a drought had become an issue that could be issued in response to disasters."

Based on the interview above, it can be concluded that stakeholders always provide assistance for every need the community needs. The results of the interview explain that the Nunukan Regency CSR forum is always committed to continuing to provide assistance related to community needs. Of course this can influence the aspect of commitment in collaboration from each stakeholder. Not only related to assistance in the form of drilled wells, the CSR forum also always provides assistance in the form of road repairs for communities around the company. Also providing assistance in the form of making HDPE buoys which can help coastal communities to reduce the increase in plastic waste in Nunukan district. This commitment certainly has a big influence on the social improvement of society, especially on the economic development of society.

Normative Commitment

Commitment originates from the norms that exist within the individual, which contain the individual's belief in responsibility towards the organization he feels must survive for reasons of loyalty. The key to this commitment is the obligation to stay in the organization (ought to). This type of commitment is due to the moral values that individuals have personally. This is certainly reflected in the commitment of the Nunukan district government to improve and develop the socio-economic development of communities in coastal areas. The loyalty shown by the government and stakeholders with the head of the Nunukan Regency Fisheries and Maritime Service, he explained that:

"The goal is to reduce the waste in the ocean, then reduce the rate of waste itself. The hope is that this float can be used for a year to two years, at least the waste disposal rate will be reduced. Furthermore, because this is a circular economy, once it is broken and damaged in the field it can be returned to the factory at a low price. "Later, when we know what the content and durability are like, then we will make even stricter rules of the game."

Based on the interview above, it can be concluded that the Nunukan district government is always committed to suppressing the widespread use of used plastic bottles for use as seaweed floats. The use of used plastic bottles has a big impact on waste production in Nunukan Regency and has an impact on the environment. Not only that, the use of used plastic bottles as seaweed floats also greatly disrupts shipping activities. Where seaweed cultivators install seaweed stretches that exceed the specified space limits. This certainly has a big influence on shipping activities in Nunukan Regency. Through this, the Nunukan district government continues to make policies and innovations for the socio-economic development of communities in coastal border areas. Moreover, the use of marine space will influence the cultivation of seaweed, which of course will also influence the socio-economic development of the community.

CONCLUSION

In general, the results of research on the Commitment of Stakeholders in Collaborative Policy Innovation: Socio-Economic Development of Communities in Coastal Areas in the Border Areas of Nunukan Regency are based on the problems/issues currently being faced in Nunukan Regency, namely the problem of using used plastic bottles as floats for seaweed cultivation. Where the use of waste plastic bottles only lasts for 2 harvests, namely 45 days, this shows that the use of used plastic bottles is indeed very large in Nunukan district and this has an impact to the social conditions of society. Therefore, the Nunukan district government is always trying to create innovations that can develop the socio-economic development of the community through seaweed cultivation. One of the innovations carried out is the use of plastic bottle caps to be processed into HDPE buoys which will later be used as a substitute for plastic bottles for seaweed cultivation and the costs required are more economical than using plastic bottles for buoys.

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