

## **INFLUENCE FACTORS COLLABORATIVE GOVERNANCE IN THE PAMSIMAS PROGRAM IN ENREKANG DISTRICT**

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### ***Abstract***

*This study aims to determine and analyze the influence of social capital, organizational culture, and transformational leadership on collaborative governance in the PAMSIMAS Program in Enrekang District. In this study, researchers took a sample of 90 samples. The results showed that Social Capital partially had no effect while Organizational Culture and Transformational Leadership each partially had a significant effect on Collaborative Governance in the PAMSIMAS Program in Enrekang District. This research also proves that Social Capital, Organizational Culture, and Transformational Leadership jointly influence Collaborative Governance in the PAMSIMAS Program in Enrekang District.*

*Keywords : Social Capital, Organizational Culture, Transformational Leadership, and Collaborative Governance.*

### **INTRODUCTION**

As a form of the Government's obligation to continue to improve services to fulfill rural population access to drinking water and sanitation facilities in order to achieve targets *Universal Access to Drinking Water and Sanitation in 2019*, the PAMSIMAS program will be continued from 2016 to 2019 specifically for villages in the District. This program aims to support two national agendas. The first is to increase population coverage for proper and sustainable drinking water and sanitation services, namely (1) 100-100, namely 100% access to drinking water and 100% access to sanitation. And the second is community-based total sanitation.

To achieve the Universal Water Supply and Sanitation target in Enrekang District requires hard work and collaboration from various stakeholders. This takes into account the condition of access to drinking water in Enrekang Regency in 2015 based on initial observations from data from the Enrekang District Health Office which only reached 73.8%. Based on these data, it can be concluded that Enrekang Regency is one of the areas that still requires serious attention in prioritizing access to drinking water, involving the government, the private sector, and the community (*collaborative governance*). Collaboration between various stakeholders, both government, private and community in making decisions and formulating policies or implementing a policy or program is often referred to as *collaborative governance*. In more detail, Ansell and Gash (2007: 544) define collaborative governance as: *A governing arrangement where one or more public agencies directly engage non-state stakeholders in a collective decision-making process that is formal, consensus-oriented, and deliberative and that aims to make or implement public policy or manage public programs or assets*. In line with the Collaborative definition above, Balogh (2011: 2) also defines that *Collaborative Governance* is a process and structure in the management and formulation of public policy decisions that constructively involve actors from various levels, both at the level of government and/or public agencies, private institutions and civil society in order to achieve public goals that cannot be achieved if implemented by one party only.

In the PAMSIMAS Program, decision making and policy formulation do not only involve elements of the Government. But emphasizing the participation of the community and non-governmental organizations in the process at each stage through a community-based approach through the involvement of all aspects of society and an approach that is responsive to community needs. Through the community empowerment process, the two approaches are expected to foster initiatives, initiatives, and active community participation in deciding, planning, preparing, implementing, operating and maintaining the facilities that have been built, as well as continuing activities to improve health status in the community, including in the school environment.

However, the realization of the targets planned both in the 2015-2019 RPJMN document and in the Enrekang Regency RAD AMPL document has not reached the target. The achievement of the target for access to proper drinking water and community sanitation in Enrekang Regency in 2019 was only 93.7% (data from the PAMSIMAS Secretariat of Enrekang Regency, 2020). The realization of access to drinking water in Enrekang Regency from year to year can be illustrated through the following graph:

**Table 1. Realization of Access to Drinking Water in Enrekang Regency**

NO	YEAR	TARGET (%)	REALIZATI ON (%)	DEVIATI ON (%)
1.	2016	85	82.97	2.03
2.	2017	90	86.54	3.46
3.	2018	95	89.25	5.75
4.	2019	100	93.72	6.28

**Source: PAMSIMAS Program Secretariat 2020**

The implementation of the PAMSIMAS Program with a collaborative approach from various stakeholders requires that the program's institutional structure consists of Participants who come from a variety of different backgrounds. The institution of the PAMSIMAS Program Team in Enrekang Regency is contained in a Regent's Decree where members come from various regional apparatuses of the Enrekang Regency Government, non-governmental organizations, as well as representatives from community users and maintainers of drinking water facilities and infrastructure. With the involvement of these various stakeholders, it is expected to be able to provide benefits for the program through collaboration in terms of funding, programs and expertise. But aside from that, it also raises new problems because these stakeholders have social capital, organizational culture, and have leaders with their own styles and interests that must be united in a program that requires them to trust each other and be committed to achieving common goals. This problem has hampered collaboration in the PAMSIMAS Program in Enrekang District.

Each participant who is a member of the PAMSIMAS Program in Enrekang Regency is required to have the same vision and goals and to provide mutual assistance and encouragement to one another in the hope of creating good interaction and quality teamwork so as to form strong social capital as a basis for collaboration. However, in

practice, ego-sectoral and ego-fields occur between participants which often lead to competition and a lack of information disclosure. Hanifan said social capital is not capital in the usual sense such as wealth or money, but rather implies a figurative meaning, but is an asset or real capital that is important in social life. According to him social capital is more directed to good will, friendship, mutual sympathy, as well as social relations and close cooperation between individuals and families that form a social group (Rusydi Syahra, 2003:2). Furthermore, Haridison (Rusydan Fathi, 2019: 4) concluded that the views of some experts regarding the conception of social capital are: 1) A collection of actual and potential resources; 2) the entity consists of several aspects of the social structure and these entities facilitate the actions of the individuals in the structure; 3) the ability of actors to guarantee benefits; 4) information; 5) norms; 6) values; 7) reciprocity; 8) cooperation; 9) networking.

Besides that, the organizational culture of the participants brought from the parent organization greatly influences the collaboration process. The organizational culture that has been embedded in each participant sometimes causes a lack of effective communication and distrust of the values that exist in the PAMSIMAS Program. For this reason, it is necessary to build an organizational culture in the PAMSIMAS Program that is strong and capable of being instilled in every member of the program so that participants feel peace and order in working and collaborating. Then according to Rivai and Mulyadi (2012: 374) states that organizational culture is a framework that guides daily behavior and makes decisions for employees and directs their actions to achieve organizational goals. Organizational culture is a pattern of beliefs and values (Values) of the organization that is understood, imbued, and practiced by the organization, so that this pattern gives its own meaning and becomes the basis for the rules of behavior in the organization. Therefore, organizational culture is used as a controller and direction in shaping the attitudes and behavior of humans in the organization.

The participants who are members of the PAMSIMAS Program also come from various different organizations that have different leaders as well. The leaders of the participants also have their own leadership style which will greatly affect the quality of work of the participants in the PAMSIMAS Program. Their leaders also have their own interests that may influence their members. So that the Leaders in the PAMSIMAS Program must be able to become leaders who can supervise their members with various cultural interests and their respective characteristics. In Ordway Tead's book entitled *The Art of Leadership* (Kartono, 2011: 57) states that leadership is an activity of influencing people so that they want to work together to achieve the desired goals. Another opinion says that leadership is a process in which an individual influences a group of individuals to achieve common goals (Kaswan, 2012: 2). Meanwhile Robbins and Coulter (2012:488) convey that, *Leadership is what leaders do. It's process of leading a group and influencing that group to achieve it's goals*” (Leadership is what leaders do. It is the process of leading a group and influencing it to achieve goals.

From the explanation above, the researcher analyzed the factors that influence Collaborative Governance in the PAMSIMAS Program in Enrekang Regency, namely: 1) Social Capital; 2) Organizational Culture; 3) Transformational Leadership.

In Myung Jin's research (2013), he found that in context *Colaborative Governance* in building environmental policies, Social Capital is less influential. Myungjin's research results emphasize leadership as a variable that is very influential on *Colaborative Governance* in developing environmental policies. Furthermore, Cynthia McDougall and Mani Ram Banjade (2015) argue that social capital also has little influence on government

collaboration with community forest user groups in Nepal in the management of forest natural resources in Nepal. Researchers also put more emphasis on Leadership as a variable that greatly influences Collaboration between the Government and the Nepalese Forest Management Community. The indicators used by researchers to measure social capital against *Collaborative Governance* in the PAMSIMAS Program refers to 2 (two) journals published by Liu (2016: 555) and Whipple, et al (2015: 5). These indicators are: 1) External Network (*External Network Ties*). Organizations need the right resources by taking into account the relationship between participants who come from outside the organization and interact with each other which has a significant effect on organizational performance; 2) Social Interaction. A community or organization will be built with social ties among the individual constituent elements based on common goals. The quality of these social bonds will increase by carrying out activities together both in group activities, organizations, and temporary activities. The main foundation of a bond is the basic capital that forms the strength of a social bond through cooperation between group members in the community. So that all the potential members of the organization are needed to create attitudes and behaviors to work together to achieve common goals that occur in various groups and organizations; 3) Relational Capital, is a relationship based on trust, norms, friendship, expectations and interaction. Relational capital refers to the nature and types of personal relationships based on trust and social exchange, namely mutual trust, reciprocity, obligations and expectations as well as a sense of togetherness and concern for others. In other words, relational capital refers more to the nature of the relationship (eg respect, mutual respect, and friendship) that determines the behavior of members in the organization.

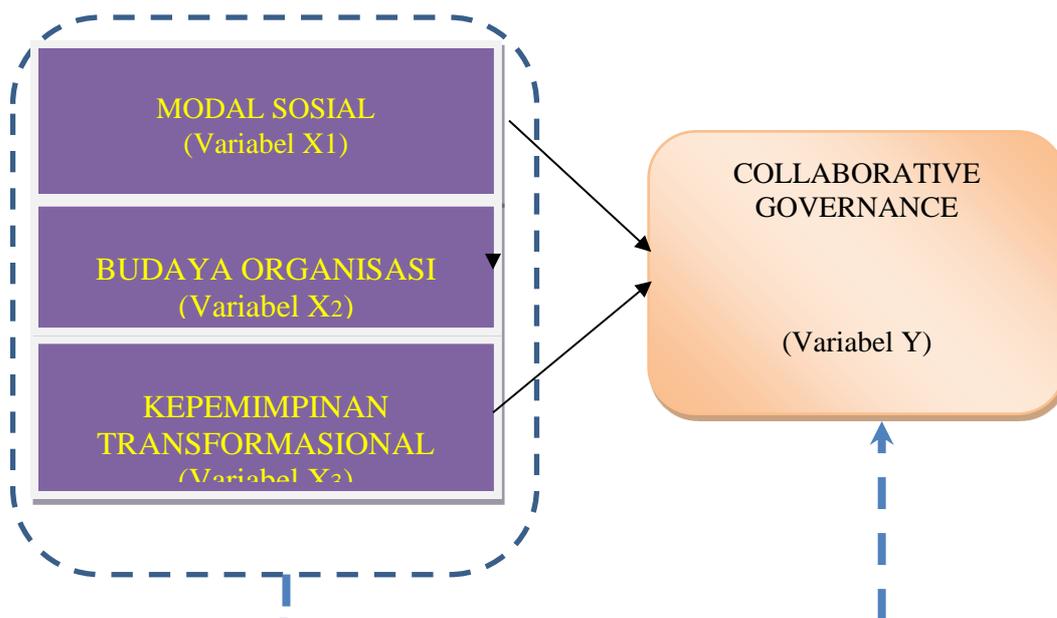
Furthermore, Kożuch, Barbara et al (2016) concluded that organizational characteristics that become organizational culture greatly influence collaboration between government and non-governmental organizations in managing public policy. Organizational culture is expected to have a positive influence on the personal members of the organization as well as on the organization in terms of achieving the vision and mission and goals of the organization. In line with this, which says that organizational culture is shared beliefs and values that give meaning to members of an intuition and make these beliefs and values as rules/guidelines of behavior within the organization (Achmad 2007: 131). As for indicators that can measure Organizational Culture according to Al-Sada et al. in his journal (2017), namely: 1) *Supportive Culture*. It is an organizational culture that supports the social and psychological conditions of its members to support each other and provide encouragement that can optimize employee performance and welfare. This can support employee growth and development and build positive relationships between employees, their jobs, and the organization. 2) *Innovative Culture*. It is a work culture initiated by organizational leaders in order to stimulate and foster positive new thoughts and implement them for organizational goals. Organizations that foster a culture of innovation are generally based on the belief that innovation does not only arise from one leader but can come from anyone in the organization. 3) *Bureaucracy Culture* or bureaucratic culture is an organizational culture with a relatively authoritarian management style, a high level of control, top-down communication, limited initiative, and centralized decision making.

In the PAMSIMAS program, which promotes collaboration between various stakeholders, the type of leadership that is most suitable to be applied is Transformational Leadership. This leadership model is seen as the most suitable model in order to meet higher employee needs such as the need for self-esteem and the need for self-actualization

(Ali, 2013: 59). Transformational leadership is a type of leadership that integrates or motivates their followers in achieving the goals set (Rivai and Sagala, 2013:14). According to Danim and Suparno (2009: 53), transformational leadership is leadership that prioritizes giving opportunities and or encouragement to all existing elements to work on the basis of a noble value system, so that all elements are willing without coercion to participate optimally in order to achieve goals. organization. There are various indicators used to measure Transformational Leadership. One of them emerged through research conducted by Buil et al. (2019: 72) in their journal. According to them there are several indicators in measuring Transformational Leadership, namely: 1) Communicating a clear and positive vision of the future; 2) Treating staff as individuals, supporting and encouraging their development; 3) Provide encouragement and recognition to staff; 4) Foster trust, involvement, and cooperation among team members; 5) Encouraging thinking about problems in new ways and questioning assumptions; 6) Be clear about his values and practice what he preaches; 7) Instills pride and respect in others and inspires me by being highly competent.

Based on the description above, this research is structured through a conceptual framework that can be described as follows:

Figure 1. Research Concept Framework



Through the conceptual framework image above, there will be four hypotheses developed in this study, namely

1. Social Capital, Organizational Culture, and Transformational Leadership partially influence Collaborative Governance in the PAMSIMAS Program in Enrekang Regency
2. Social Capital, Organizational Culture, and Transformational Leadership simultaneously influence Collaborative Governance in the PAMSIMAS Program in Enrekang Regency

## RESEARCH METHODS

This study uses quantitative research. Arikunto (2006: 12) states that quantitative research is research that in its process uses a lot of numbers starting from data collection, interpretation of data, and the appearance of the results. And the descriptive approach is to carry out data collection and data analysis activities with the aim of making a descriptive, systematic, factual, and accurate description of the facts, as well as the relationship between the phenomena being investigated. The variables studied were Social Capital (X1), Organizational Culture (X2), Transformational Leadership (X3) and *Collaborative Governance* as the dependent/bound variable (Y). The time for the research to take place was from the time the researchers obtained research permits, from 19 February 2021 to 8 March 2021. This research was carried out in Enrekang Regency as one of the PAMSIMAS Program Regencies with 71 Villages as the target of the Program. In this study, researchers took a sample of 90 respondents according to the method introduced by Hair et al (2014: 100).

The data analysis technique uses multiple linear regression analysis, which is preceded by a validity test and a reliability test on the research data. Hypothesis testing is used to test the t test to test the partial relationship and the f test to determine the relationship simultaneously.

## RESEARCH RESULTS AND DISCUSSION

### Results

To determine the feasibility of a research model is to look at the value of the coefficient of determination ( $R^2$ ). The value of the coefficient of determination ( $R^2$ ) indicates the accuracy or goodness of fit of the model used. The greater the value of the coefficient of determination ( $R^2$ ), which is reflected in the coefficient of determination close to one (1), the better the model will be in explaining the effect of the independent (independent) variables on the dependent (dependent) variable. Conversely, the smaller the value ( $R^2$ ) or the value is close to zero (0), the worse the model used. The results of the interpretation of the model suitability test values are shown in table 2.

**Table 2 Goodness of Fit Model**

Function Equation	R-square	F-Statistics	Prob.	Conclusion
AND	0,630	48,898	0,000	The model is valid because the prob (F-statistic) < prob $\alpha = 0.05$ , namely: $0.000 < 0.05$ . The model is quite good to use because the predictor variable (exogenous) in the model contributes 63% in influencing the response variable (endogenous), the remaining 37% is influenced by other factors outside the model.

Source: Data Processing Results, 2021

### Simultaneous Test (F Test)

Based on the results of data processing based on Table 2, the simultaneous test shows that the calculated F value is  $48.898 >$  the F table value of 2.71 ( $\alpha = 5$  percent,  $df_1 = 3$  and  $df_2 = 90$ ), with a significance number of  $0.000 < 0.05$ , so it is concluded that the variables Social Capital (X1), Organizational Culture (X2), and Transformational Leadership (X3) jointly affect *Collaborative Governance* (AND).

The R-squared value is 0.630 indicating that the variables Social Capital (X1), Organizational Culture (X2), and Transformational Leadership (X3) contribute 63 percent in influencing the variable *Collaborative Governance* (Y), the remaining 37 percent is influenced by other variables outside the model. Thus the model built is said to be good for being used as a research model.

After selecting the model and testing for classic assumption violations, the results of the panel data regression analysis are as shown in the following table:

**Table 3. Results of Multiple Linear Regression Analysis**

Direct Relationship of Variables	Regression Coefficient	Standard Error	t-Statistics	Prob.	Information
X <sub>1</sub> □ AND	0,115	0,147	1,616	0,110	Not significant
X <sub>2</sub> □ AND	0,331	0,362	3,966	0,000	Significant
X <sub>3</sub> □ AND	0,329	0,401	4,523	0,000	Significant

Source: processed data, 2021

Based on the results of data processing based on Table 3 above, the t value obtained for the Social Capital variable (X1) is 1.616 (probability = 0.110), the Organizational Culture variable (X2) is 3.966 (probability = 0.000), and the Transformational Leadership variable (X3) is 4.523 (probability = 0.000), compared to the t table value for 90 sample respondents, namely 1.987. So it can be concluded that:

- (1) The calculated t value of the Social Capital variable (X1) is  $1.616 <$  the t table value is 1.987, and the probability value is  $0.110 > 0.05$ , then  $H_0$  accepted. That is, social capital has no effect on *Collaborative Governance*.
- (2) The t value of the Organizational Culture variable (X2) is  $3.966 >$  the t table value is 1.987, and the probability value is  $0.000 < 0.05$ , then  $H_0$  rejected. That is, organizational culture has a positive and significant effect on *collaborative governance* with an influence value of 0.331.
- (3) The t value of the Transformational Leadership variable (X3) is  $4.523 >$  the t table value is 1.987, and the probability value is  $0.000 < 0.05$ , then  $H_0$  rejected. That is, transformational leadership has a positive and significant effect on *collaborative governance* with an influence value of 0.329.

### Hypothesis test

This research was conducted to test four research hypotheses. The condition for supporting the hypothesis is if the influence and/or direction of the relationship is in line with what is hypothesized.

**1) First Hypothesis: Social Capital influences Collaborative Governance in the PAMSIMAS Program in Enrekang District.**

The results of the regression analysis for the effect of social capital on *collaborative governance* shows a probability value of  $0.110 > 0.05$ . This value indicates that social capital has no effect on *collaborative governance* in the PAMSIMAS Program in Enrekang District.

Thus, it is concluded that the first hypothesis which states that social capital has an effect on *collaborative governance* in the PAMSIMAS Program in Enrekang Regency was rejected.

**2) Second Hypothesis: Organizational Culture influences Collaborative Governance in the PAMSIMAS Program in Enrekang District.**

The results of the regression analysis for the effect of organizational culture on *collaborative governance* shows a probability value of  $0.000 < 0.05$ . This value indicates that organizational culture has an effect on *collaborative governance* in the PAMSIMAS Program in Enrekang District.

The coefficient value of the influence of organizational culture variables on *collaborative governance* of 0.331 indicates a positive direction. That is, the better the resulting organizational culture *collaborative governance* better.

Thus, it is concluded that the second hypothesis which states that organizational culture has an effect on *collaborative governance* in the PAMSIMAS Program in Enrekang Regency was accepted.

**3) Third Hypothesis: Transformational Leadership influences Collaborative Governance in the PAMSIMAS Program in Enrekang District.**

The results of the regression analysis for the effect of transformational leadership on *Collaborative Governance* probability value of  $0.000 < 0.05$ . This value indicates that transformational leadership has an effect on *Collaborative Governance* in the PAMSIMAS Program in Enrekang District.

The coefficient value of the influence of transformational leadership variables on *Collaborative Governance* of 0.329 indicates a positive direction. That is, the better the resulting transformational leadership *Collaborative Governance* in the PAMSIMAS Program in Enrekang Regency is getting better.

Thus, it is concluded that the third hypothesis which states that transformational leadership has an effect on *Collaborative Governance* in the PAMSIMAS Program in Enrekang Regency was accepted.

## **Discussion**

From the description of the T test, it is known that the free/independent variable, namely Social Capital (X1), has no effect on *Collaborative Governance* in the PAMSIMAS Program in Enrekang District. The results of this study are in line with research conducted by Myung Jin in 2013 as outlined in the International Journal of Public Administration entitled "*Does Social Capital Promote Pro-Environmental Behaviors? Implications for Collaborative Governance*". In Myung Jin's research, it was

concluded that Social Capital has different effects according to the context of the problem. In context *Colaborative Governance* in building environmental policies, Social Capital is less influential. Myungjin's research results emphasize leadership as a variable that is very influential on *Colaborative Governance* in developing environmental policies. Similar research was also conducted by Cynthia McDougall and Mani Ram Banjade in 2015 as outlined in *Jurnal Ecology and Society* entitled "*Social Capital, Conflict, and Adaptive Collaborative Governance: Exploring the Dialectic*". In this study it was concluded that Social Capital also had less influence on Government Collaboration with Community Forest User Groups in Nepal in the framework of Forest Natural Resource Management in Nepal. Researchers also put more emphasis on Leadership as a variable that greatly influences Collaboration between the Government and the Nepalese Forest Management Community.

From the description of the T test, it is known that the independent variable, namely Organizational Culture ( $X_2$ ) positive effect on *Collaborative Governance* in the PAMSIMAS Program in Enrekang District. The results of this study are in line with research conducted by Barbara Kozuch, Katarzyna Sienkiewicz, and Małjurek which was published in the Journal on Administrative Science in 2016 entitled "*Factors of Effective Inter-Organizational Collaboration: a Framework for Public Management*". In their research, it was concluded that the organizational characteristics that form the organizational culture greatly influence the collaboration between the government and non-government institutions in managing public policy.

From the description of the T test, it is known that the independent variable, namely Transformational Leadership ( $X_3$ ) positive effect on *Collaborative Governance* in the PAMSIMAS Program in Enrekang District. The results of this study are in line with the research conducted by Cynthia McDougall and Mani Ram Banjade in 2015 which was outlined in *Jurnal Ecology and Society* entitled "*Social Capital, Conflict, and Adaptive Collaborative Governance: Exploring the Dialectic*". In this study it was concluded that Transformational Leadership is a variable that greatly influences Collaboration between the Government and the Nepalese Forest Management Community in managing forest resources. Other research that is also in line with this research is research conducted by Myung Jin in 2013 as outlined in the International Journal of Public Administration entitled "*Does Social Capital Promote Pro-Environmental Behaviors? Implications for Collaborative Governance*". In Myung Jin's research, it was concluded that leadership is a very influential variable *Colaborative Governance* in developing environmental policies.

Based on the results of data processing, it was concluded that the variables Social Capital ( $X_1$ ), Organizational Culture ( $X_2$ ), and Transformational Leadership ( $X_3$ ) jointly affect the *Collaborative Governance* ( $Y$ ). Thus the model built is said to be good for being used as a research model.

## CONCLUSION

Based on the results of research and discussion, it can be concluded as follows:

1. Social Capital partially has no effect on Collaborative Governance in the PAMSIMAS Program in Enrekang Regency.
2. Organizational Culture and Transformational Leadership partially have a significant effect on Collaborative Governance in the PAMSIMAS Program in Enrekang Regency.

3. Social Capital, Organizational Culture and Transformational Leadership simultaneously (simultaneously) have a significant effect on Collaborative Governance in the PAMSIMAS Program in Enrekang Regency.
4. Organizational Culture is the most influential variable on Collaborative Governance in the PAMSIMAS Program in Enrekang District.

### Suggestions

From the conclusions above, to maximize the things that are lacking in the research results so that the aims and objectives of *Collaborative Governance* in the PAMSIMAS Program in Enrekang Regency, it is recommended the following things:

1. Although social capital has no significant effect on *Collaborative Governance* in the PAMSIMAS Program in Enrekang Regency, but it is still recommended that PAMSIMAS Program Participants should continue to improve positive relational relationships and strengthen interaction through effective collaboration so that program objectives can be achieved.
2. Always maintain a positive Organizational Culture such as implementing a democratic system in the PAMSIMAS Program so as to be able to encourage PAMSIMAS Program Participants to innovate and perform even better.
3. Leaders in the PAMSIMAS Program must apply Transformational Leadership techniques which experts believe are the best Leadership methods to apply in an organization. This leadership provides a strong impetus to members and creates positive interactions between leaders and members as well as members and members.

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