

Public service sector decisions: A literature study on the role of government and community collaboration in decision-making processes

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Abstract: The importance of government and community collaboration during the decision-making process in the public service sector using collaboration methods is significant. The application of this collaboration is considered an effective strategy to improve public services as desired by the community. For this reason, the government needs to collaborate with the community in making public service policy decisions. By using the literature study method, this research found that collaboration is a form of innovation that fosters a shared understanding between the parties involved. This common understanding can take the form of a vision, mission, and goals. Although there are still many challenges that need to be faced, most of these government and community collaboration projects have yielded positive results and improved public services more effectively.

Keywords: Collaboration, Government, Public service.

1. Introduction

The government is an important instrument for a country to be created, the government is definitely needed to form a country to have politics, economics, development, law, and social matters that concern the lives of the people of the country. In principle, a country will not be separated from 3 main sectors namely “state (government); society (society); and private sector (private sector)” which these three sectors will be interconnected and have an attachment to carry out their respective functions. To run the wheels of government, especially carrying out the main tasks in accordance with its functions, the government often runs side by side by using the collaboration method or working with certain groups to achieve implementation targets. Expressed according to Ansell and Gash [1] cited by who explained that: “collaborative governance is the management of several public organizations in cooperation with stakeholders outside the government including the community involved in formulating, approving and implementing policies.” Collaborative governance is also considered an attempt to solve the complex conflicts that exist in a country between interested parties with conflicts that have many varieties. Collaborative governance is the collaboration of government and non-government stakeholders to make public policies for the common good. This decision-making process is also carried out collectively [2].

The concept of collaborative governance, which is an activity to bind related parties, is related to the concept of NPM or new public management where management in the private sector is considered better than government management when collaborating, one of which is the service sector [3]. Especially in the current global and digital era, there is an increase in quality in various sectors, including the public service sector. This development certainly encourages the government to understand the importance of the quality of public services and the importance of improving the quality of public services. People who are now starting to be technologically literate are starting to make demands for the government so that public services can be improved [4].

Collaboration between the government and the community is key to realizing improvements in the quality of public services. The implementation of public service improvement is a challenge for the government, especially with the high demands of the community. Thus, collaboration between the government and the community will help the government to understand the needs and desires of the community so that improvements in the public service sector can be completed on target. Improving public services will be difficult if people are reluctant to participate. This is because the government needs to narrow down and ensure the wishes of the community [2].

Innovation is now moving rapidly in the political and public administration sectors of many emerging Western democracies. This increased focus on public innovation is evidenced by ministerial innovation units, publishing books on innovation, and establishing innovation laboratories. These innovations raise expectations for the public to assume greater responsibility as innovation is encouraged and training programs proliferate. These programs are aimed at making the public eligible for government-community collaborative innovation [5].

Based on this background, the author is interested in conducting research with the title, “The Role of Government and Community Collaboration in the Public Service Sector Decision-Making Process: A Literature Study.” This research aims to find out how the effects of government and community collaboration in making decisions in the public service sector using the normative study method.

2. Literature Review

2.1. Collaboration Concept

Collaboration is a collaboration that is carried out on the basis of mutual agreement between two or more parties who have the same thoughts to achieve a goal. In accordance with how collaboration is defined as a network of resources, activities, and organizational capabilities that exist in two or more sectors in order to work together so that goals that are impossible to achieve can be achieved if done together. The terms collaboration and cooperation can still be used interchangeably and there is no deep difference between the two words because they have the same paradigm. Basically, collaboration is recognized as the cooperation of several people both in groups and individuals who want to equalize their vision, mission, and goals. According to Gazley and Brudney [6] cited in, some of the main characteristics of collaboration are as follows:

- a. The involvement of two or more actors, one of which is a government institution;
- b. There is bargaining between parties and negotiation;
- c. The involvement of cooperation over a long period of time and requires high resilience;
- d. Each party has its own contribution to the collaboration as a form of responsibility;
- e. All parties are responsible for the final outcome.

2.2. Governance Concept

Governance or government. Government takes the root word of command which means to tell to do a job. This means that it depends on two parties who command and are commanded. The one who commands is the one who has the authority, while the one who is commanded is the one who has the compliance to do. Then, the government is a legal entity that has the power to govern. Government is a form of social condition in which there is a relationship between members of society both individually with individuals, groups with groups, and individuals with groups. Government is both a science and an art. It can be said to be an art because it has leaders in government who without government education can run the flow of government. Meanwhile, government when viewed in terms of science is a requirement that can be studied, as well as the existence of both material and formal objects that are universal, and systematic.

Mentioned according to Iver quoted by Sinaga [7] which states that: “Government is an organization consisting of people who have power and how humans can be governed.” Then, Ndraha [8] also states: “The government is an organ authorized to process public services and is obliged to

process civil services for everyone who has government relations so that each member of the community concerned receives it when needed in accordance with the demands of the governed.”

2.3. Collaborative Governance Concept

The concept of collaborative governance generally focuses on, “a group of interdependent stakeholders, consisting of various sectors that work together in developing and implementing policies to address complex problems or multifaceted problems situations.” In other words, collaborative governance is present so that cooperation can be enhanced by stakeholders, namely the government, the private sector, and the community to organize governance and as an effort and government response to carry out activities to address public problems. Revealed by Susianto and Suyanto (2014) cited by [9] states that the collaborative governance model has the following principles:

- a. This activity is initiated by a public institution or a party within a public institution;
- b. Participants in the activity are non-public parties;
- c. Participants involved in decision-making are not necessarily from the public sector;
- d. Activities will be formalized and meetings will be held jointly;
- e. Activities are intended to allow decisions and agreements to be determined jointly; and
- f. Collaboration focuses on public policy and public management.

Collaborative governance also has basic values, namely [9]:

- a. Consensus orientation which at this point explains the purpose of collaborative governance;
- b. Collective leadership, at this point the institutional structure of collaborative governance is explained;
- c. Multi-directional communication, at this point it is explained that the interaction between parties in the collaborative governance process;
- d. Resource sharing, at this point it is explained that during the collaborative governance process, various resources will be used to encourage the effectiveness of collaborative activities.

2.4. Concept of Public Service

Law number 25 of 2009 concerning public services states the definition of public services, namely: “public service is an activity or series of activities in order to fulfill service needs in accordance with laws and regulations for every citizen and resident for goods, services, and/or administrative services provided by public service providers.” Then, according to Lewis and Gilman quoted by Akbar [10] which states that: “public service is public trust. Public services are carried out responsibly and in accordance with existing rules and regulations. The accountability value of the services provided can provide confidence to the public about the services provided. Accountability for the aspects served is part of the fulfillment of public services to uphold public trust.”

If it adjusts its needs and interests, service has the meaning of serving the person to be served. If serving, then the basis is the provision of service/service professionally and proportionally. Service means providing services properly to those served so that their needs and interests can bring satisfaction and benefit. On the other hand, the context of public service is serving needs related to public interests. Law No. 25 of 2009 is a reference where the state must provide optimal and maximum services that can be used as a reference for the community when receiving services.

3. Research Methods

The type of research method used in this research is literature review. This literature review research method is carried out by the process of identification, evaluation, and interpretation of the results of research relevant to this research. With this research method will provide output from existing data and describe a previous discovery. To get the desired data, the author will look for literature material from journals, articles, books, and research that is relevant and has a strong basis. This literature review method will summarize using descriptive analysis as needed. The results of the study obtained will be compiled and then analyzed using the descriptive discussion below.

4. Results and Discussion

4.1. Data Synthesis

Data from the collected studies that are relevant to the current research will be summarized in a narrative manner. The research description table will contain all aspects of the journal starting from the researcher's name, year of publication, journal that was published, journal title, and research results from the journal. The summary results of this descriptive table will then be further examined to find similarities and differences.

4.2. Article Description

Here is a brief description of the articles that will be used. The articles used were retrieved from Google Scholar. A total of 5 articles have been collected from a range of years between 2012 - 2024.

Table 1.
Research Articles.

1.	Fatman, et al. [3]	2023	Collaboration: Journal of Public Administration
2.	Istiqamah [9]	2024	Digital Archives of Universitas Muhammadiyah Makassar
3.	Sinaga [7]	2021	Digital Archives of Riau Islamic University
4.	Karlsson, et al. [11]	2015	Research Briefings (Tutkimuskatsauksia)
5.	Sørensen and Torfing [5]	2012	The Innovation Journal: Public Sector Innovation Journal

4.3. Article Synthesis Table

The following is an article synthesis table in which the name of the researcher, research title, year of publication, research method, and summary of research results will be presented in the table.

Table 2.
Description Of Research Article Object.

No.	Researcher Name (Year published)	Research Title	Research Methods	Summary of Research Results
1.	Fatman, et al. [3]	"Public Services Based on Collaborative Governance at Andi Mattalata Port, Barru Regency"	Descriptive Qualitative	The results obtained were that there were technical obstacles due to a poor initial commitment process that resulted in inconsistencies. However, this can be overcome by the existence of cooperating parties so that this obstacle can be minimized.
2.	Istiqamah [9]	"Collaborative Governance Process at the Public Service Mall (MPP) in Bulukumba Regency"	Descriptive Qualitative	The results obtained were that the face-to-face dialog went well and created aspects of effective collaboration with two-way meetings. The collaboration of the Investment Office, Population Office, Bank Sulselbar, and other agencies can help improve the quality of public services.
3.	Sinaga [7]	"Collaborative Governance Dalam Pengelolaan Transportasi Umum di Kota Pekanbaru"	Deskriptif Kualitatif	The results of this study have quite good results, as evidenced by the existence of indicators that have not been maximized, namely from institutional design due to the revocation of the MOOU decree. In other indicators, namely initial conditions, facilitative leadership runs well.
4.	Karlsson, et al. [11]	"Risk Governance in Collaborative Public Service Provision"	Collaboration Literature	The results of this study reveal that collaboration between organizations is beneficial but also brings some new challenges related to risk management such as higher collaboration risk, systematic management, management readiness level, informal formal collaboration, and leadership in collaboration.
5.	Sørensen and Torfing [5]	"Collaborative Innovation in The Public Sector"		The result of this research study is that the interaction between parties can provide new ideas but the collaboration will not always run easily due to challenges such as disagreement, uncertainty, and power imbalance that can hinder the innovation of the collaboration.

5. Discussion

Based on several articles that have been analyzed above, it is known that collaboration between parties both government, and private, and between communities can provide quite good benefits even

though there are challenges that still need to be resolved. Some of the challenges of collaborative governance that may be faced by related parties are as follows [12]:

1. Challenge to solve the problem. Collaborative governance that focuses on solving specific problems can start with problem identification. Collaborating parties must also develop themselves and have performance measures that can be used during the collaboration process;
2. Challenges during the collaboration process. The first step to starting this collaboration is to achieve the same vision, mission, and goals. Basically, there are interests that form the basis of the parties participating in the collaboration.
3. The challenge of accountability with multirelations is a collaborative relationship with external parties, but this also includes parties from within the collaboration itself.

However, it is not uncommon for some successful government-community collaboration projects to meet the following criteria:

- a. Cultural factors: collaboration that is not culturally inclined and has a reliance on procedures so as not to take breakthroughs and risks.
- b. Institutional factors: collaboration that is spontaneous and does not require strict formal rules.
- c. Political factors: innovation by government and society that can develop values and goals at the core of the collaboration.

The role of the collaborating parties is important to be able to continue to study and evaluate the ongoing collaboration. The role of these parties will give broad meaning, especially from how parties can interact and compromise in determining public service policy decisions [13]. The public service standards generally have the following principles:

- a. Have public services that are simple and do not seem wordy so that it is easier to understand both the young and the old;
- b. Involve the community in developing service standards;
- c. Sustainable, which means that this service standard can be used over a long period of time;
- d. Transparency which is easily accessible to the public; and
- e. Public services must be fair in providing services regardless of differences.

6. Conclusions

After conducting the research above, the researcher can conclude that government collaboration with the community is an effective form of innovation and is key to improving public quality. This is because the community participates in determining the decision so that the improvement of public service quality will be more targeted. Although there are still some challenges such as differences in understanding and power imbalances, this collaboration can still run as long as it is supported by multi-directional communication, and leadership that can provide good and responsive policies.

Transparency:

The authors confirm that the manuscript is an honest, accurate, and transparent account of the study; that no vital features of the study have been omitted; and that any discrepancies from the study as planned have been explained. This study followed all ethical practices during writing.

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