

THE COLLABORATIVE ADVANTAGE OF THE MILLENNIAL INTEGRATED SERVICE POST IN PANGKAJENE AND ISLAND REGENCY

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ABSTRACT

This research investigates the collaborative advantage within the implementation of the Millennials Posyandu program by the Health Office of Pangkajene and Island Regency. Rooted in principles of public administration, the study addresses the increasing complexity of public demands, requiring ongoing reforms. Collaborative processes are examined as essential tools for solving complex problems, optimizing resources, and ensuring legitimacy in public organizations. The unique approach of the Millennials Posyandu program, tailored for the millennial generation, is explored. Utilizing collaborative advantage theory—encompassing Managing Goals, Managing Trust, Managing Culture, and Managing Leadership—the study provides insights into the successful dynamics of this innovative public health initiative. The research contributes to understanding how collaborative advantage theory effectively describes and explains the implementation of the Millennial Posyandu Program in Pangkajene and Islands Regency, shedding light on its potential implications for future collaborative health initiatives

Keywords: Health Services, Millennials Posyandu, Collaborative Advantage, Public Policy

INTRODUCTION

Public administration is inherently intertwined with public policy and services, as outlined by Hughes (1994), who elucidates that public administration is a function dedicated to serving public needs. In addressing these needs, the government must formulate suitable public policies. Over time, the demands for fulfilling public needs have grown progressively intricate and diverse. This compels state administrators to continually implement reforms to adapt to the escalating complexity of public demands. As time progresses, the demands for addressing public needs are becoming more complex and diverse. This underscores the necessity for state administrators to persist in carrying out reforms to adapt to the progressively intricate nature of public demands.

Collaborative processes are indispensable in public organizations for solving complex problems. These processes integrate diverse expertise, fostering innovation and creativity crucial for tackling intricate challenges. They optimize resources efficiently, engaging stakeholders and ensuring the legitimacy of solutions. Collaborative governance involves various interest actors who have strategies to realize the goals that have been set together

(Emerson et al., 2012). (Ansell & Gash, 2008) describe Collaborative governance as a method of collective decision-making where public agencies and nonstate stakeholders engage each other in a consensus-oriented deliberative process for inventing and implementing public policies and procedures for managing public resources—is a highly demanding process.

Collaborative advantage is concerned with developing synergy between organizations toward the achievement of common goals. Collaborative advantage involves generating synergy among collaborating organizations. This advantage is realized when an exceptionally creative outcome, such as the attainment of a shared objective, is produced—something that no single organization could have accomplished independently. Through collaboration, each organization can enhance its individual objectives more effectively than if it were working in isolation (Huxham & Vangen, 2013).

This collaboration process was implemented by the Pangkajene and Island Regency health offices in an effort to improve the health of adolescent children by implementing the millennial posyandu program. Distinct from the conventional Posyandu, which primarily centers on maternal and child health, the Millennials Posyandu program takes on a novel approach. It specifically addresses the needs of the millennial generation, encompassing young adults who are navigating the challenges of contemporary society. The Millennials Posyandu program, initiated by the Health Office of Pangkajene and Island Regency, represents an innovative approach aimed at enhancing overall public health, with a specific focus on the well-being of adolescents. This program stands as a forward-looking endeavor that seeks to address the unique health challenges faced by the younger generation. By introducing novel strategies and methods, the Millennials Posyandu program endeavors to create a positive impact on the health and wellness of the community, particularly the adolescent demographic.

This research delves into the collaborative benefits inherent in inter-organizational partnerships, utilizing the collaborative advantage theory proposed by Vangen & Huxham (2013). Managing Goals, Managing Trust, Managing Culture, and Managing Leadership serve as pivotal components in this collaborative management approach. These aspects are explored within the implementation of the Millennial Posyandu Program in Pangkajene and Islands Regency, shedding light on how collaborative advantage theory elucidates and describes the dynamics of this innovative public health initiative.

RESEARCH METHOD

This study uses qualitative research methods, where (Moleong, 2008) explains that qualitative research is research that intends to understand phenomena about what is experienced by research subjects, for example, behavior, perceptions, motivations, and actions. This study uses primary and secondary data, the primary data is obtained through in-depth interviews with several key informants, namely the head of the health office of Pangkajene and Island Regency, millennials integrated service post cadre, millennials integrated service post team, Local people, and teenagers that receiving health services. The secondary data is obtained through document reports from the Health Office of Pangkajene and Island Regency. This study uses an interactive model from (Miles & Huberman, 2014) as a data analysis technique, The data analysis process is carried out through 4 stages namely Data Condensation, Data Display, and

Drawing Conclusion. The research was conducted in Pangkajene and Island Regency where the millennial integrated service post is implemented.

RESULT

1. Managing Goals

Agreement on goals among actors who are members of an organizational network is an essential condition for successfully achieving a common objective. This assumption stems from the understanding that the goals of collaboration cannot be attained or effectively implemented when any actor within the organizational network fails to agree or rejects the collaborative goals (Agranoff R, 2001). Ansell and Gash (2008) explore collaborative governance both in theory and practice. Managing goals in collaborative governance requires a balance between shared goals and recognizing the autonomy of different stakeholders. This involves negotiation and ongoing communication to maintain alignment.

In the context of the Millennial Posyandu, the results underscore a noteworthy alignment of goals among a diverse array of stakeholders. Health officials, community leaders, and supporting actors have demonstrated a collective dedication to the program's objectives. The establishment of clear communication channels has played a pivotal role in fostering a shared understanding of overarching health goals, thereby creating a collaborative environment conducive to effective implementation. The primary objective of the Millennial Posyandu program, namely, the enhancement of adolescent health, resonates harmoniously with the goals of each collaborating actor. This alignment underscores a shared commitment to the overarching health objectives of the program. The success of this collaborative venture is amplified by the convergence of individual goals with the program's collective mission, emphasizing a unified effort toward improving the health landscape for teenagers.

2. Managing Trust

Trust as a strong foundation in collaboration shows the need for trust to be built and maintained by each member of the collaborating organization. Trust in collaboration can be built gradually through setting simple but realistic and realizable goals, this will strengthen mutual trust between actors and provide a strong basis for collaboration. Another concept was also explained by Bryson (1988) who explained that trust can be built through mutually beneficial experiences obtained together that

The success of the Millennial Posyandu program relies significantly on the adept management of trust among its diverse stakeholders. One key outcome in trust management is the establishment of consistent and transparent communication channels. Engaging in open dialogue, stakeholders, including health officials, community leaders, and supporting actors, foster an environment where information flows seamlessly. This commitment reduces uncertainties and builds confidence among collaborators, laying a foundation for effective collaboration. In embracing modern communication methods, the Millennial Posyandu program strategically employs digital platforms, particularly utilizing group chat media on the WhatsApp application. This technological integration serves as an efficient conduit for disseminating crucial information, updates, and insights. By leveraging contemporary

communication tools, the program enhances the speed and accessibility of information, contributing significantly to the overall trust-building process.

Challenges demanding comprehensive resolution are addressed collectively during cross-sectoral meetings convened every three months. These meetings provide a collaborative forum for stakeholders to collectively tackle issues, fostering shared responsibility and a deeper sense of trust. The periodic nature of these gatherings allows for continuous evaluation and adjustment, ensuring the sustained trustworthiness of the collaborative effort over time.

3. Managing Culture

Beamish & Lupton (2009) explain that the existence of the same and compatible culture will produce greater connectivity and mutual understanding between actors which causes collaboration to be unproblematic, whereas the existence of differences in organizational boundaries, types of expertise, differences in goals which constitute cultural diversity can cause conflict, misunderstandings and friction between the actors involved in the collaboration (Bird & Osland 2006; Shenkar et al.2008).

In the context of the Millennial Posyandu program, which involves a multitude of actors in the planning and implementation stages, the challenge of harmonizing diverse cultures is acknowledged. This challenge has been effectively addressed through the establishment of regent regulations specifically crafted for the Millennial Posyandu. Additionally, a comprehensive guidebook detailing program implementation has been instituted. These regulatory frameworks serve as essential tools in aligning the cultural nuances of various stakeholders. Furthermore, the management of culture within the Millennial Posyandu program is systematically executed by delineating the tasks and roles of each stakeholder. This proactive approach ensures that responsibilities are clearly defined, mitigating the potential for clashes among stakeholders. By addressing cultural diversity through regulatory measures and strategic delineation of roles, the Millennial Posyandu program strives to create a collaborative environment where cultural differences are leveraged as strengths rather than sources of conflict.

4. Managing Leadership

In a collaborative context, leadership relates to formal leaders or organizations that have members committed to achieving goals. In a collaborative context, applying leadership can mean influencing the entire organization rather than just individuals. Given the inherent complexity and challenges, and particularly the difficulty in defining collaborative objectives. According to Vangen & Huxham (2005), managing leadership involves fostering collaborative leadership practices that encourage openness, shared decision-making, and a focus on the collective goals of the collaboration. The Complexity Leadership Theory, highlighting the need for leadership to adapt to complex and dynamic environments. Managing leadership in collaborative advantage requires leaders to navigate the complexity of collaborative initiatives by promoting adaptive and innovative leadership practices (Uhl-Bien et al., 2007).

Effective leadership within the Millennial Posyandu program plays a pivotal role in shaping its success and impact. Leadership training, notably the DIKLATPIM II, has provided a strategic vision for the program, fostering innovation to address the unique health needs of adolescents. This forward-thinking leadership is formalized through Pangkep district regent regulation

number 30 of 2022, demonstrating a commitment to translating vision into actionable policies. Initiatives and transformative projects initiated under visionary leadership highlight a proactive approach to addressing evolving health challenges among adolescents. The emphasis on continuous capacity building through training reflects a commitment to enhancing the leadership skills of those involved in the program.

Leadership within the program extends beyond operational tasks to focus on community engagement and participation. Efforts are directed toward creating an inclusive environment where community members actively contribute, ensuring that the program's initiatives align with the needs and aspirations of the community. This community-centric approach is complemented by leadership's adaptability and responsiveness to adolescent health's unique challenges and dynamics. The program's leadership demonstrates agility in adjusting strategies to address emerging issues, reinforcing its effectiveness in improving adolescent health and well-being.

CONCLUSION

In conclusion, the Collaborative Advantage observed in the Millennial Integrated Service Post of Pangkajene and Island Regency is shaped by the adept management of key indicators. Managing Goals ensures a shared vision, while the meticulous management of Trust fosters transparent communication and confidence. Addressing the challenge of diverse cultures is achieved through strategic measures. Leadership emerges as a linchpin, steering the program with vision, transformative projects, and adaptability, solidified by regulatory frameworks. This collaborative advantage model, marked by goal alignment, trust, cultural harmony, and effective leadership, serves as a valuable template for integrated service initiatives, promising sustained impact and community development. For further research, an in-depth investigation into the long-term health outcomes of adolescents participating in the Millennial Posyandu program would provide valuable insights. This could involve longitudinal studies to assess the sustained impact of the program on the health and well-being of participants as they transition into adulthood. Furthermore, a comprehensive evaluation of the economic aspects of the program, including cost-effectiveness and potential economic benefits for the community, would provide stakeholders with a holistic perspective for future decision-making.

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