TRANSFORMASI:Jurnal Manajemen Pemerintahan Vol 15, No. 1, 2023, pp. 1-18
Website:http://ejournal.ipdn.ac.id/JTP,**e-ISSN 2686-0163, p-ISSN 085-5192**
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Analysis of Collaborative Actors in Regional Inflation Control Using Social Network Analysis

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Received: Nov 14, 2022
Revised : Mei 22, 2023
Accepted: Jul 10, 2023
Available Online: Jul 17, 2023

Abstract

This study aimed to analyze the relationships among actors involved in the collaboration of the Regional Inflation Control Team (TPID) in Cilacap Regency and identify the main actors (key actors) who play a crucial role in its success. Social Network Analysis was used to examine the network among the actors focus on four factors namely; collaboration, communication, learning examples, and interactor relationships within TPID. The results showed that the following actors were considered important in the TPID collaboration for inflation control in Cilacap Regency, namely the Regent of Cilacap, the Secretary of Cilacap Regency, the Head of the Bank Indonesia Representative Office in Purwokerto, the Assistant for Economic and Development, as well as the Head of Trade, Economy, and SMEs Office. These individuals were often sought after and served as learning resources when TPID members encountered problems.

Keywords: Inflation; Collaborative Public Management; Collaboration; Communication; Social Network

INTRODUCTION

Inflation has the potential to disrupt economic stability, necessitating government intervention to find a solution. It also brings about various consequences, including a. hindering or disrupting growth in the real sector, b. affecting international trade by making domestic prices comparatively higher than prices abroad, and c. prolonged inflation can lead to increased

DOI: https://doi.org/10.33701/jtp.v15i1.2896

political tension as the public perceives the incumbent government as incapable of improving the economic conditions, specifically during crises.

These impacts affect numerous actors, including the public as consumers and sources of input, the private sector as producers and suppliers of goods capable of manipulating prices, the government as a regulator, producer, and consumer within the economic cycle. While the economic cycle involving these three actors can contribute to inflation, the government, with the authority to create policies and regulations, plays the most crucial role in controlling this issue.

Considering the widespread impact and the involvement of numerous actors involved, controlling inflation requires cooperation and collaboration from various parties. This is not solely the responsibility of the central government but also requires the participation of the private sector, the public, academia, and others. Resolving inflation control cannot be easily accomplished by the central government alone.

Collaboration is a mutually beneficial and well-defined relationship between two or more organizations, characterized by a commitment to shared goals, jointly developed structures, shared responsibilities, as well as reciprocal authority and accountability (Mattessich et al., 2001). Relationships based on trust and shared vision have the potential to enhance the parties' ability to achieve better qualitative outcomes.

Collaboration in governance can be observed from both a vertical and horizontal structural perspective. Vertically, the central government, being the highest level of national governance, requires assistance from regional governments, extending down to the regency/city level (Arif & Wargadinata, 2022).Horizontally, collaboration occurs between government institutions at the same level, such as inter-organizational collaboration among regional agencies within the same administrative level. According to Prefontaine, one of the features of collaboration is the existence of a written agreement for a specific period (Préfontaine, 2000).

To effectively control inflation and achieve low and stable inflation rates, the Government and Bank Indonesia established the Inflation Monitoring and Control Team (TPI) at the central level in 2005. This effort was further strengthened by the establishment of Regional Inflation Control Teams (TPID) in 2008. Coordination was conducted through TPI and the National Working Group (Pokjanas) for Inflation Control at the national level, as well as TPID at the regional level.

The legal basis for coordinating inflation control was issued by Presidential Decree No. 23 of 2017 concerning the National Inflation Control Team (TPIN). This decree governs the coordination mechanism for inflation control through the establishment of the Central Inflation Control Team (TPIP), Provincial Inflation Control Teams (TPID), and Regency/City Inflation Control Teams

DOI: https://doi.org/10.33701/jtp.v15i1.2896

(TPID).

The TPID of Central Java Province had been recognized as the best TPID due to its annual inflation rate (year on year) which consistently remained lower than the national inflation rate from 2017 to 2021. However, this success has not been reflected in Cilacap, one of the regencies in Central Java Province. Cilacap has recorded the highest inflation rate compared to other regions, as seen in the following table:

Table 1. Inflation Rate Based on CPI in 6 Living Cost Survey Regencies/Cities in Central Java (%)

Province Regency/City	2017	2018	2019	2020	2021	Mean
Central Java	3.71	2.82	2.81	1.56	1.70	2.52
Tegal	4.03	3.08	2.56	2.36	1.53	2.712
Semarang	3.64	2.76	2.93	1.49	1.49	2.462
Kudus	4.17	3.11	3.02	1.24	1.59	2.626
Cilacap	4.41	3.21	2.19	1.71	1.88	2.68
Purwokerto	3.91	2.98	2.28	1.9	2.18	2.65
Surakarta	3.1	2.45	2.94	1.38	2.58	2.49

Source:jateng.bps.go.id

The Central Bureau of Statistics (BPS) of Central Java Province calculated inflation by conducting the Living Cost Survey (SBH) in six regencies/cities in Central Java as samples, namely Tegal, Semarang, Kudus, Cilacap, Purwokerto, and Surakarta. Table 1 shows that Cilacap has the highest average inflation rate among these six regencies/cities over a five-year period (2017-2021).

The data revealed that the average inflation rate in Central Java Province was 2.52%, with Cilacap having the highest compared to other areas, at 2.68%. In 2021, the inflation rate based on expenditure groups in Cilacap are as follows: 1. Food, Beverage, and Tobacco (3.59%), 2. Clothing and Footwear (1.24%), 3. Housing, Water, Electricity, Gas, and Household Fuels (1.22%), 4. Household Goods, Equipment, and Routine Maintenance (3.73%), 5. Health (1.92%), 6. Transportation (-0.35%), 7. Information, Communication, and Financial Services (0.53%), 8. Recreation, Sports, and Culture (-0.48%), 9. Education (2.28%), 10. Food and Beverage Services/Restaurants (2.29%), and 11. Personal Care and Other Services (-0.12%). The dominant commodities included cooking oil, filtered clove cigarettes, fresh shrimp, oranges, and broiler chicken.

Controlling inflation is a complex problem that cannot be solved solely by regional government agencies. Therefore, Cilacap Regency engaged in public collaboration by forming the TPID. Collaboration between the government, private sector, community, academia, and other organizations is necessary in solving problems. This concept is known as Collaborative Public Management, a

DOI: https://doi.org/10.33701/jtp.v15i1.2896

process of facilitating various organizations to address problems that cannot be solely solved by a single organization (Agranoff & McGuire, 2003).

The collaboration of the Cilacap Regency TPID was led by the Regent, with the Deputy Head being an official from the Bank Indonesia Representative Office in Purwokerto. The Secretary of the Regional Government and the leaders of relevant regional organizations involved in inflation were also members of the TPID. The composition of the members was determined by the Cilacap Regent's Decision Number 500/445/06/2017 concerning the formation of Cilacap TPID, which consisted of 34 individuals representing collaboration from the government, private sector, and community.

To achieve optimal performance, it is necessary to foster good relationships and interactions among members (actors). However, this can be challenging, particularly when the TPID consists of numerous and diverse individuals with different backgrounds.

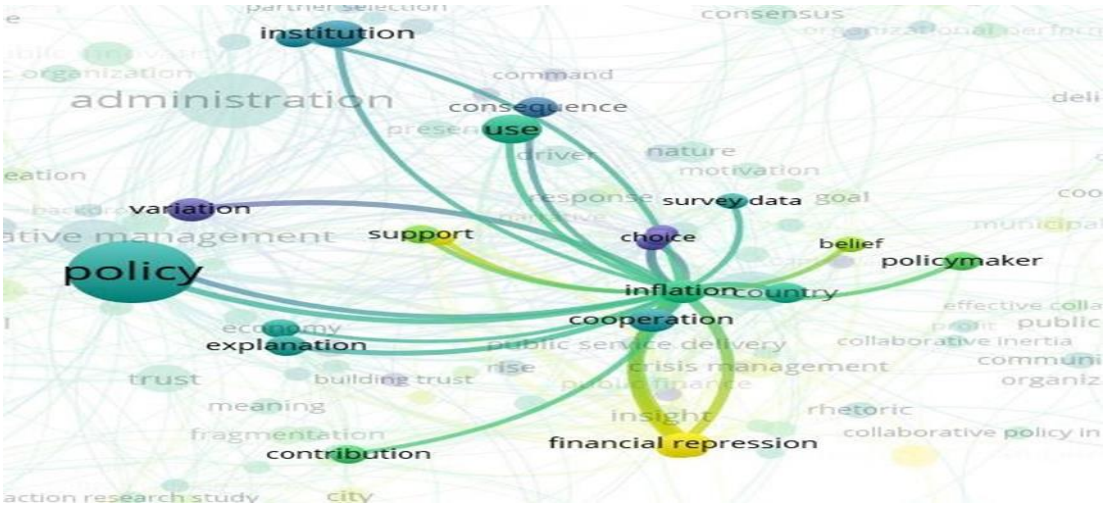
The success of collaboration is influenced by several factors including Initial disposition, Leadership, important issues and incentives, and the number and variation of collaboration members (Faerman et al., 2001). Therefore, it is important to assess whether the Regent of Cilacap, as a public manager and the head of TPID, is considered an important (popular) actor by other TPID members. This assessment is directly related to the effectiveness of leading the TPID collaboration, representing the embodiment of collaborative public management.

The variation of collaboration members also plays an important role, emphasizing the need for selecting actors who are truly suitable and capable of achieving the collaboration's goals. In the case of Cilacap TPID, the members vary greatly, including representatives from the private sector, regional government (all department heads), the Police, the National Logistics Agency (Bulog), and Non-Governmental Organizations (NGOs). However, are all these actors truly necessary in the inflation control collaboration? Are there any actors who are considered unnecessary in Cilacap TPID collaboration? This aspect will be further discussed and elaborated upon in this paper.

Empirically studies related to collaborative governance have been conducted in various aspects, specifically in community empowerment (London, n.d.; Siddiki et al., 2017), regional development (Arif & Wargadinata, 2022; Kamara, 2017), the use of Information and Communication Technology (Findlay et al., 2017; Meijer & Bolívar, 2016; Wijnhoven et al., 2015), and community involvement in policy-making (Nelson-Nuñez & Cartwright, 2018; Sedgwick, 2017; Sunarharum, 2016). However, no related articles addressing the aspect of regional inflation control and the examination of the network of actors in collaboration were found at the time of this study.

DOI: https://doi.org/10.33701/jtp.v15i1.2896

Figure 1. VOSviewer Related to the Inflation Research Theme



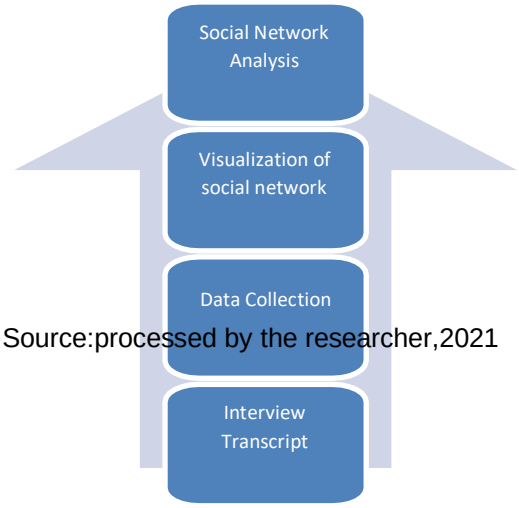
Source: VOSviewer, processed 2023

METHODS

Social Network Analysis (SNA) was used to obtain an overview of the network (interactions between actors) in the collaboration of Cilacap TPID. SNA is a method that helps in understanding individuals and the groups they belong to within an ecosystem (work environment). It also enables the study of relationships contributing to ecosystem function (Digital Promise, 2018).

The term "social network" refers to the network that is formed, depicting the model of interactions based on descriptive statistical analysis. The interconnectedness among actors illustrates the established model of interactions within the social network and identifies actors holding significant roles. The stages of social network analysis, conducted using nodexl, are presented in the following diagram:

Figure 2. Stages of Social Network Analysis Using RStudio



Source:processed by the researcher,2021

Source:processed by the researcher, 2022

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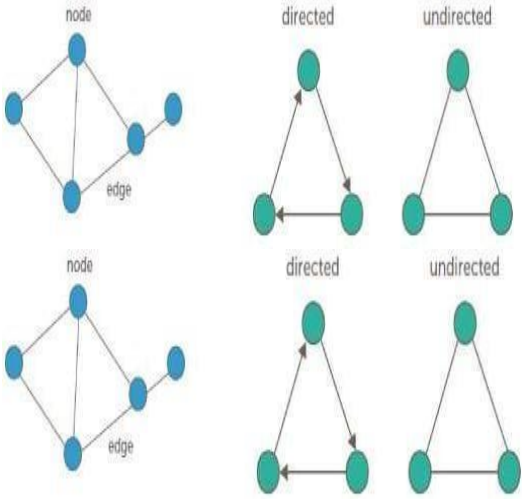
The stages of SNA using RStudio commenced with data extraction/mining from interview transcripts obtained from interviews. The amount and size of data required for extraction were dependent on the actor profiling requirements. The collected data were subsequently visualized and depicted as a network diagram. Lastly, network analysis, involving the examination of network structure and influential actors, was conducted. All these stages were integrated into the RStudio application.

During the visualization stage, nodes and edges were identified based on the results. The term "edge" refers to the connections between actors, which can be either direct (directed) or indirect (undirected) relationships. The forms of nodes and edges are as follows:

Figure 3. Nodeand Edgein SNA



Source: Digital Promise - SNA Toolkit, 2018

In determining the relationships between actors, several analysis outcomes can be identified in the guidelines of social network analysis, including; Connectedness/Centrality: The number of connections a node has with other nodes; Density: The number of connections divided by the total possible connections; Betweenness: Measures whether a node stands between other nodes (bridging); Clique: A group of nodes where all possible links exist; Component: A group of connected nodes; Closeness: How close a node is to all other nodes (shorter paths to other nodes increase closeness); Degree: The number of connections.

RESULT AND DISCUSSION

Pure descriptive analysis and SNA were used to analyze the relationships between actors (TPID members) collaborating in food inflation control in Cilacap Regency. Data were obtained through structured interviews with all 34 TPID members, and the results were processed using VOSviewer software to gain insights into the relationships. The questions were based on various SNA elements, such as actor collaboration, communication, learning, and relationships.

The following results were obtained based on structured interviews and observations of the TPID members:

Collaboration Form Among Cilacap TPID Actors

The actors within Cilacap TPID were broadly grouped into four categories, namely Regional Government (Regent, Secretary, Head of Departments,

DOI: https://doi.org/10.33701/jtp.v15i1.2896

Division Head, Subdivision Head), Other Government Institutions (Bank Indonesia, Bulog, Indonesian Chamber of Commerce, BPS, and Police), Private Sector (Pertamina, Private Oil Businesses), and Civil Society Organizations (Banyumas Grain Association).

Building trust to foster mutual understanding were among the main challenges in collaboration (Innes & Booher, 1999). These challenges were also present in Cilacap TPID collaboration. Therefore, each actor strived to develop various forms/types of collaboration, as the growth of trust and mutual understanding among members facilitated the collaborative process.

Several types of collaboration existed based on the level of trust and protectionism, where higher levels of trust among actors led to a greater sense of protection. These types of collaboration can be described as follows:

Table 2. Types of Collaboration

None → Trust → High					
Compete	Neutral	Simple	Coordinated	Complex	Integrate
Groups or individuals *compete* by actively impeding one another and competing for clients, resources, and public attention.	Groups or individuals are *neutral* by neither helping nor impeding one another.	Communicate Collaborators *communicate* by sharing information, advice and/or expertise.	Project / Activity Collabortors *coordinate* by formally or informally aligning together on small projects or ventures.	Collective Impact Collaborators take part in *collective impact* when they take on a project that is too large for one organization and aim to create a noticeable impact across multiple sectors.	Collaborators *integrate* when they fully merge programs, planning and funding.
High ← Protectionism ← Low					

Source: Innes & Booher, 1999

To gain a better understanding of how these actors collaborate, their grouping can be observed based on their general organizational characteristics, as follows:

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Table 3. Forms of Collaboration among TPID Actors

Forms of Collaboration	Actors in TPID
Develop informal relationships	All TPID actors
Bringing together diverse stakeholders	Cilacap local government apparatus
Meet regularly	Cilacap local government apparatus
Exchange information/knowledge	All TPID Actors
Sharing resources	Cilacap local government apparatus
Engage in collective decision-making	All actors
Share mission and goals	All actors

Source: processed, 2022

Relating Tables 2 to 3, various types of collaboration among TPID actors can be observed, ranging from simple to coordinated and complex types. In all types of collaboration, informal communication and knowledge sharing, as well as information and expertise sharing were maintained. The actors coordinated in implementing activities (programs/projects) together. TPID can be regarded as a joint project because inflation control is a significant issue that cannot be handled solely by the regional government organization. Through collaboration, significant and beneficial impacts are expected for all actors. According to the Secretary of Cilacap Regency in an interview, inflation control requires the involvement of various parties, making TPID important for its continuous existence.

A. Communication among TPID Actors

To understand how communication flows among actors, the initial question posed to informants was about their communication partners. Figure 5 shows the visualization of SNA using RStudio version 1.4.1717, based on the informants' responses. The TPID actors are depicted as circular nodes, serving as focal points, while communication links are represented by lines. Based on the connecting lines between nodes, no nodes are disconnected, indicating all actors are connected. It can be inferred that all TPID actors have communicated with each other at least once, suggesting the members are acquainted with one another.

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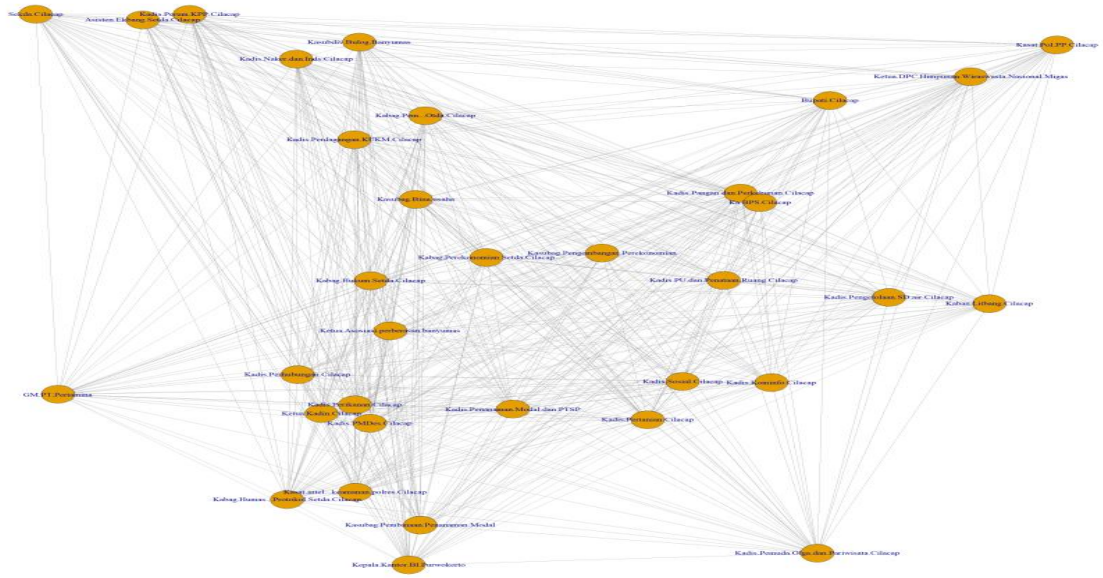
Figure 4. Communication Network Between TPID Actors



Source: R application, data processed by the author, 2023

Although the TPID members were acquainted and part of the same team, the intensity of communication among them varied. The interview showed that team members had communicated at least once, even though it was only in formal forums, such as high-level meetings held every six months.

Communication predominantly occurred among government employees of Cilacap Regency due to the interrelatedness of their tasks, which extended beyond TPID duties. The highest intensity of communication was observed among government employees who had structural relationships within the organization. For instance, the Regent of Cilacap regularly convene coordination meetings with the Secretary of the Regional Government and heads of departments. Communication can occur several times within a month, and even multiple times a week for TPID members within the same institution.

In contrast, TPID actors from outside the regional government, such as Bank Indonesia, Bulog, Indonesian Chamber of Commerce, BPS, Police, Pertamina, oil and gas entrepreneurs, and the Banyumas Grain Association, engaged in relatively infrequent and non-routine communication. As mentioned by the Head of Bulog, there was recognition among the actors, but the frequency of meetings remained low. Communication primarily occurred when specific issues necessitated interagency cooperation.

Communication was one of the determining factors in collaboration, as smooth process relied on effective communication (Greenwood & Shuwei, 2012). Both formal and informal communication were crucial in achieving successful projects (Li et al., 2009). Therefore, when the Regent

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of Cilacap, as the Head of TPID, wished to enhance teamwork and ensure smooth operations, efforts should be directed toward increasing the frequency of communication with TPID members from organizations outside the Cilacap Regional Government, both formally and informally.

Communication serves as a means of exchanging information. The interview revealed that the relationships among actors started with the need for information, followed by the exchange of information. However, not all actors in the collaboration routinely engage in information exchange. The members typically seek information from the Secretary of the Regional Government as the required information relates to TPID programs and activities. On the other hand, when the information pertains to their roles within TPID, the variations become broader as individuals directly engage with relevant departments. For example, the Head of the Bank Indonesia Branch in Purwokerto sought information directly from the Head of the Department of Trade, Micro, Small, and Medium Enterprises (MSMEs), the Head of the Department of Agriculture, and the Head of the Department of Food and Plantation in Cilacap. Although information exchange might not be routine, each member remained open to providing information when other members needed it, while still following proper procedures through official correspondence.

Lessons Learned among TPID Actors in Cilacap

The questions related to learning aims to draw conclusions regarding which actors in the collaboration are considered appropriate for understanding and learning about their roles within TPID, the overall roadmap for inflation control in Cilacap Regency, as well as the technical implementation of TPID programs and activities in controlling inflation.

Learning occurred among actors because each actor had the desire to fulfill their role within TPID to the best of their abilities. Therefore, actors sought guidance from each other regarding programs/activities they did not understand, inquiring about tasks within TPID, and hoping for assistance from fellow actors facing challenges. In analyzing the learning process among actors, the first question posed to the informant was whom they usually ask (learn from) regarding TPID programs/activities.

Figure 6 shows the visualization of SNA measured through three levels, namely Degree, Closeness, and Betweenness Centrality (Prell, 2012). Degree Centrality measures the level of popularity in individuals, indicated by high in-degree and out-degree values (in-degree shows the direction of interaction received from other nodes, while out-degree shows the direction of interaction toward other nodes). Closeness Centrality characterized individuals with the shortest relational connections, or in simpler terms, individuals who had the fastest paths to disseminate information to others. Betweenness

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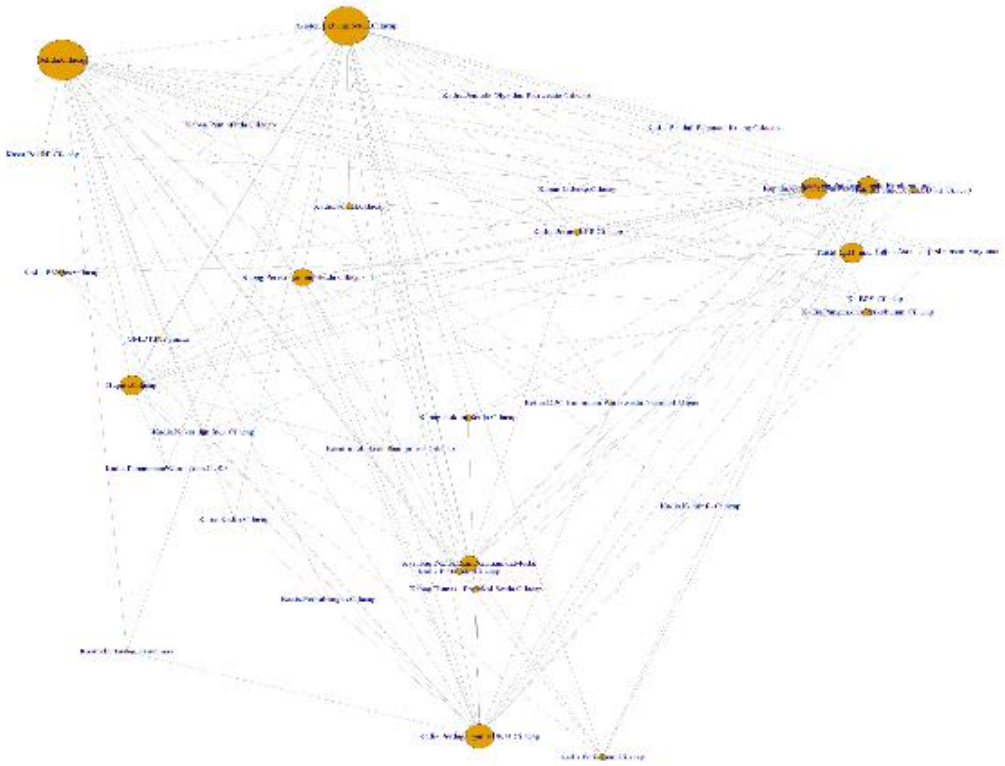
Centrality characterized individuals with the best relational communication skills, allowing them to control the flow of information(Anwar, 2018).

Figure 5. Network of Examples of Learning between Actors Related to TPID Programs and Activities



Source:R application, data processed by the author

Figure 5 shows the measurements of the degree of centrality, using both in-degree and out-degree in the "all" mode. These values were closely related to betweenness centrality. The higher the degree centrality value of a node, the higher the betweenness centrality value. Betweenness centrality reflected the number of times other nodes passed through a particular node, making it the closest path between other nodes for establishing connections.

Based on the measurement conducted using RStudio, 5 actors, namely the Secretary of Cilacap Regency, the Assistant for Economic Affairs and Development of Cilacap Regency, the Head of the Representative Office of Bank Indonesia in Purwokerto, the Head of the Department of Trade, Cooperatives, and SMEs of Cilacap Regency, and the Regent of Cilacap, showed a high degree of centrality in the actor-network. This showed the

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actors were the most frequently encountered by other members for communication, inquiries, and learning about TPID programs and activities. Although a member could approach more than one actor to inquire about programs/activities, their preference typically did not extend beyond these individuals. Therefore, the five actors served as exemplary figures for learning among other actors.

Among these five actors, the Secretary of Cilacap Regency exhibited the highest values for both the degree of centrality and betweenness centrality. With a degree centrality value of 37 and a betweenness centrality of 92,483,333, the Secretary emerged as the most popular actor and was considered a central figure in the learning process among TPID actors. The high betweenness centrality value also indicated that they were the most frequently passed-through node, acting as a bridge between other nodes.

Besides examining the betweenness centrality value, this study also analyzed the closeness centrality value, which represented the average closeness or minimum distance between a node and all other nodes in the network. The calculation showed that the Secretary of Cilacap Regency had the highest closeness centrality value of 0.02777778. This indicated they were the fastest access and the minimum distance to reaching all other actors. They also had visibility into the activities taking place within the network. This result was related to the role and function of the Secretary of Cilacap Regency as the daily executive head of TPID in Cilacap Regency.

B. Interactions Among TPID Actors in Cilacap Regency

In addition to seeking information and discussing their tasks, actors also assisted each other when facing difficulties in performing their TPID tasks. The informants were asked whom they would approach when they encountered challenges. In relation to this question, the informant's responses are described as follows:

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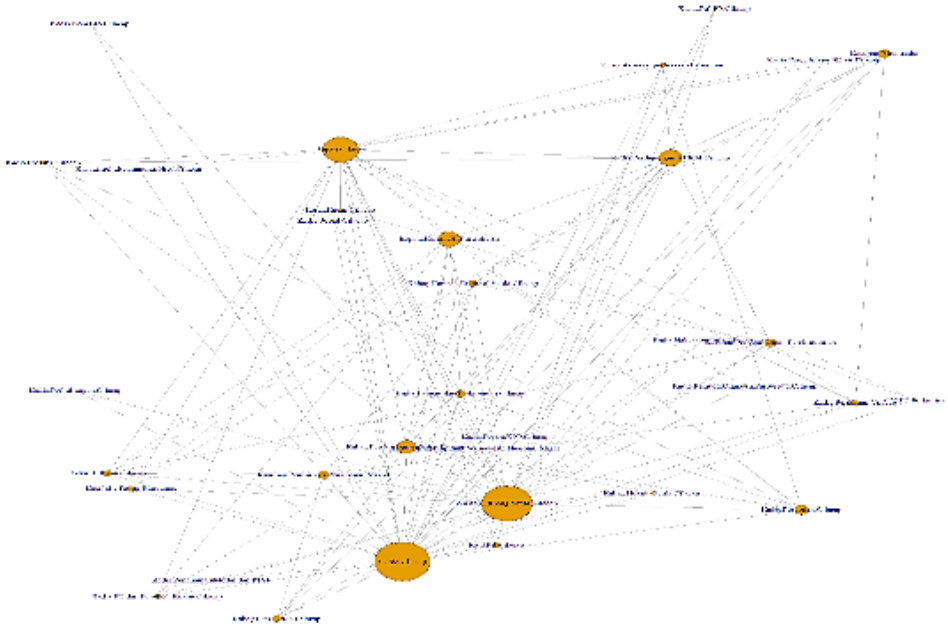
Figure 6. Relations Between Actors in Solving Problems Related to Duties as TPID Members



Source:RStudio, processed by author, 2023

The visualization using the RStudio application showed that the node representing the Secretary and the node representing the Assistant for Economic and Development of Cilacap Regency had circles of nearly the same size. However, actual values could be determined through calculations.

The calculations indicated that the Secretary of Cilacap Regency had the highest values for degree, betweenness, and closeness centrality, followed by the Reagent of Cilacap and the Assistant for Economic and Development of Cilacap Regency.

The Secretary of Cilacap Regency obtained the highest degree centrality score of 43 among the actors. This indicated they were the most popular actor or the most sought-after by other TPID actors when encountering problems related to their tasks.

The centrality score of the Secretary of Cilacap Regency was 1,326,277,778, which was also the highest among other actors. This indicated they were the most actor frequently transversed by other nodes, acting as a bridge between other actors.

Based on the closeness centrality score, which represented the average distance or minimum distance between a node and all other nodes in the network, the Secretary of Cilacap Regency attained the highest closeness centrality score of 0.03030303. Therefore, they were the fastest access with the minimum distance to all other actors, and had visibility into various issues taking

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place within the network.

The responses from the informants indicated that all the five actors were considered important by other TPID members, as they served as a source of reference to provide solutions when encountering problems. However, they felt more comfortable expressing their problems to the Secretary of Cilacap Regency compared to the Regent due to a sense of respect.

In a collaboration involving multiple parties, differences in understanding can arise, disrupting relationships and triggering disputes among the actors involved. A collaborative process should have policies, procedures, standards, and support as guidelines for collaboration, including effective mechanisms for communicating with other actors (Faerman et al., 2001).

A guidebook for conducting collaboration can greatly assist the actors, specifically when it includes guidelines for effectively seeking assistance from others. In the collaboration of Cilacap TPID, the guidelines (roadmap) were provided by TPIN. These guidelines only depicted the annual targets without providing detailed instructions on how to achieve them. As a result, the actors heavily relied on the guidance of the Regent and the Secretary of Cilacap Regency to successfully implement the inflation control programs/activities.

The closeness of relationships between actors can also be observed through the frequency of activities among TPID actors. The respondents were asked how often they collaborated with other TPID members in the past 6 months (January 2022 - June 2022) and the forms of collaboration that occurred. Based on the questionnaire, members from the same institution had the highest frequency of collaborative activities in the past 6 months, particularly among employees of the Cilacap Regency Government who collaborated multiple times. Members with direct structural relationships, such as the Regent of Cilacap with the Secretary of Cilacap Regency, the Secretary of Cilacap Regency with the Assistant for Economic Development of Cilacap Regency, the Assistant for Economic Development of Cilacap Regency with the Head of the Economic Affairs Section and the Business Development Subsection, and the Subsection Head of Economic Development and Investment Promotion, engaged in several collaborative activities within a month.

The employees of Cilacap Regency Government engaged in various forms of collaboration and cooperation, including regular meetings, exchanging information/knowledge/data, sharing resources, participating in joint decision-making, and alignment of mission and goal toward the successful achievement of the vision and mission of the government.

Frequent collaboration activities were also observed among members who were part of the technical team, occurring multiple times in the past 6 months. This was because the team often held coordination meetings to discuss various matters related to TPID programs and activities.

On the other hand, members from

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institutions outside Cilacap Regency Government had less frequent collaboration activities. Only the branch office of Bank Indonesia in Purwokerto and the Head of Cilacap Regency's BPS collaborated with TPID members, particularly with the Head of the Economic Affairs Section, on multiple occasions within the past 6 months. This form of collaboration included exchanging information/knowledge/data and participating in joint decision-making, specifically in the development of legal products related to inflation control. Market price and the economic data of Cilacap Regency are commonly addressed in this collaboration. The Head of the Economic Affairs Section, Cilacap Regency Government Secretariat stated "We often visit the market together with the BPS staff to monitor food prices since market prices are checked on a daily basis".

In performing their roles, the members also provided mutual support, facilitated by leadership of the Regent of Cilacap as the head of TPID. The Regent always promotes the members to collaborate, ensuring the TPID programs and activities run smoothly and achieve their targets.

In addition to assessing the relationships between actors based on the four aspects mentioned above, this study also inquired about who the actors believed played the most important role in TPID collaboration. The following are the responses obtained:

Table 4. Actors considered important in TPID collaboration

No	Actor	Total Answer (person)
1	Regent	33
2	Regional Secretary	33
3	Head of Purwokerto BI Office	33
4	Assistant for Economic Development of Cilacap Regency	33
5	Head of the Trade and SMEs Office	31
6	Head of the Department of Agriculture	31
7	Head of the Economic Affairs Section	22
8	Head of the Department of Food and Plantation	18
9	Head of Subdivision BulogBanyumas	16
10.	Head of Economic Development Subdivision	11

Source: processed by the author

The table above shows the actors who are considered important by other actors in the TPID collaboration due to their roles and functions related to inflation control. Out of a total of 34 TPID members/actors, only the Regent, Secretary of the Regency, Head of the BI Office, and Assistant for Economic Affairs of the Regional

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Secretary's Office received the highest number of votes, considering them important contributors to the collaboration. Meanwhile, the Head of the Department of Trade and the Head of the Department of Agriculture was ranked second, by 31 individuals. Actors not listed in the table were selected by an average of only 3 actors.

The following responses were obtained when actors were asked for their opinions on which actors they deemed unnecessary for TPID collaboration:

Table 5. Actors considered unnecessary in TPID collaboration

No	Actor	Total answer (Person)
1	Head of the Manpower and Industrial Department	33
2	Head of the Public Housing and Tax Office	33
3	Head of Public Works and Spatial Planning Department	33
4	Head of Water Resources Management Department	33
5	Head of Research and Development	33
6	Head of Youth, Sports, and Tourism Department	33
7	Head of Public Order Agency (Satpol PP)	33
8	Head of Public Relations and Protocol Division of the Regional Secretary's Office	33
9.	Head of Intelligence and Security of the Regional Police	33

Source: processed by author

The table above shows that 9 actors are considered unnecessary as collaboration actors. These included the Head of the Manpower and Industrial Department, the Head of the Public Housing and Tax Office, the Head of Public Works and Spatial Planning Department, Head of Water Resources Management Department, Head of Research and Development, Head of Youth, Sports, and Tourism Department, Head of Public Order Agency (Satpol PP), Head of Public Relations and Protocol Division of the Regional Secretary's Office, and Head of Intelligence and Security of the Regional Police.

CONCLUSION

In conclusion, the relationships among TPID members were generally good, although they had varied communication intensity. Several actors were considered important (key actors) by others, namely the Regent of Cilacap, Regional Secretary, Head of the BI Representative Office in Purwokerto, Assistant for Economic

DOI: https://doi.org/10.33701/jtp.v15i1.2896

and Development, and Head of the Department of Trade, Economy, and SMEs. These actors were frequently approached for questions and learning when other TPID members encounter challenges.

These five actors had institutional tasks, functions, and authorities closely related to inflation, making them suitable resources for inquiries and learning. The collaboration was led by the Regent with the support of the Regional Secretary, who held managerial authority as the head and vice-head in TPID collaboration.

On the other hand, some actors were considered unnecessary in the collaboration. Since the effectiveness of collaboration could be influenced by the variation of actors, those without direct tasks and functions related to inflation control should be excluded. Beyond collaborating in the same team, the TPID members also developed other forms of relationships and cooperation by establishing informal relationships and coordinating periodically or regularly according to the collaboration's needs.

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