

Analysis Of The Government Networks In The Supervision Of Nightlife Venues In Palopo City

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Abstract

Nightlife venues are a promising source of regional income, but, due to the resulting social impacts, the government needs commitment in supervising and controlling them. This research uses a qualitative approach to capture and reveal facts from research in a descriptive manner, starting with an analysis of the policy context up to the implementation of the policy. Results from the interview will be explored from the point of view of policy implementation to clearly reveal the implementation of the policy for nightlife venues in Palopo City. The research shows that the process of controlling and supervising nightlife venues in Palopo City is not optimal referring to the six implementation variables based on policy standards and objectives, resources, characteristics of implementing organizations, inter-organizational communications, dispositions or attitudes of implementers, as well as social, economic, and political environments in the control and supervisory process. Furthermore, the factors that influence policy implementation are content, information, support, and potential distribution.

Keywords: Implementation, Control and Supervisory System, Palopo

INTRODUCTION

Clashes in the network structure of government actors is one of the phenomena quite likely to occur since the introduction of regional autonomy. Delegation of authority from the central government to local governments in various sectors of public services, development and other government affairs, has not only changed the paradigm of governance from a centralized approach to a decentralized local government. However, these changes also raise other problems, such as the tug-of-war of authority between the central and the local governments and even between stakeholders within the local government itself.

The tug-of-war of authority between the central and the local governments is generally caused by the existence of sectoral laws and regulations that are not yet in accordance with the regional autonomy law. Meanwhile at the local level, the division of government affairs has triggered a conflict of authority within the local government resulting from differences in goals and interests between the actors and institutions involved (Akbal, 2016).

In Government Regulation Number 38 of 2007, the division of authority in government affairs is based on 3 (three) principles, namely externality, accountability and efficiency. The principle of externality pays attention to the impact arising from the implementation of an affair whether local, regional or national (Martin & Sunley, 1996). Meanwhile, the principle of accountability emphasizes the division of affairs based on the responsibility for administering affairs to

the local, regional or national community. And the principle of efficiency, encourages the division of affairs based on the highest efficiency that can be obtained from the administration of government affairs.

Referring to a theoretical perspective, the division of authority in government has shifted the paradigm of governance from government to governance which is characterized by "...the existence of multiple actors in the administration of government, these actors include the state, civil society and the private sector. The involvement of these actors ends the monopoly of the state in administering government" (Muluk, 2007).

According to general terminology, governance is understood as the linkages between organizations, the involvement of public institutions in the formulation and implementation of policies, as well as the connection of various organizations to carry out public goals (Keban, 2004).

Meanwhile in his study, governance can be viewed through various perspectives, namely (1) governance as corporate governance, (2) governance as new public management, (3) governance as good governance, (4) governance as international interdependence, (5) governance as a socio cybernetic system, (6) governance as a new political economy, and (7) governance as a network (Rhodes, 2007).

Governance as a network is a perspective that can be used to review the phenomenon of authority clashes within a network of government actors since the perspective of governance as a network has meanings, namely (1) the way stakeholders interact to influence policy, (2) patterns or structures that emerge in the socio-political system as a joint output of all the actors involved, (3) coordination between the private sector and the public both formally or informally, (4) concepts or theories that reflect the coordination of a social system (Pierre, 2000).

The concept of network governance is a specific form of governance concept, which analyzes the relations between actors/organizations in various forms (modes of governance). According to Kooiman (in Pierre, 2000), there are two models of relations between actors/organizations in the implementation of government affairs, namely mixed governing and co-governing. In the mixed governing model, the relationship is characterized by the mixed roles of civil society, market, and government. At the same time, the government's central role is directly decreasing, so that it shifts to becoming a working partner and facilitator through a form of shared governance. The argumentation of this model is based on the notion that collective problems are complex and dynamic in their handling which require sharing of responsibility and joint intervention.

Meanwhile, in the co-governing model, relationships are characterized as horizontal and there is equality between related parties, so that it is possible for parties to work together, coordinate and communicate without being overly dominated by regulatory actors. In this model, there are forms in its implementation, namely (1) public private partnership which emphasizes cooperation; (2) communicative governing, namely a process of learning and adjusting patterns of behavior in managing structural change as a shared responsibility; (3) responsive regulation, in which key institutions in the social order (society, state and associations) participate directly.

The government network system is expected to encourage mutually beneficial relationships through relationships that share experiences, share benefits, and share burdens. This institutional potential becomes essential for building communication and relations as well as coordination (de Blois et al., 2011). Thus, the formulation of networks between institutions is basically always partnership and consultative in nature (Osborne, 2010).

Empirically, there are several studies that have examined the phenomenon of network governance in Indonesia. Research conducted by Sholihatin (2012), which analyzed the strengths and weaknesses of governance networks in Indonesia, found that strengthening local government capacity through increasing the role of inter-agency networks is a strategic idea. However, the government network in Indonesia has not run optimally. There are still several elements that tend to be weak, namely structure, interaction, power, and regulation (Leuz, 2010). In structural elements, innovative ideas from the implementation of development and public services cannot be carried out optimally since the performance of the bureaucracy in Indonesia tends to be quite hierarchical. Meanwhile, in terms of interaction elements, existing regulations limit bureaucratic interactions with other organizations. Then, on the regulatory elements, there is a limitation of regulations that govern networks to improve public services.

This research seeks to fill the void in the study of network governance in Indonesia, which tends to examine the relationship between the state, private sector, and civil society. The studies that are present generally do not attempt to dismantle the network governance system and model, which is more specific to the relationship between the authority of agencies within local government internals, by placing it in a study of policies or regulations governing networks between actors. It distinguishes this research from previous studies. This research focuses more on one particular policy, in this case the policy of supervising nightlife venues (THM) in Palopo City, South Sulawesi. This policy rests on the legal umbrella of Palopo City Regional Regulation (Perda) Number 6 of 2005 concerning Business License and Tourism Business Retribution. By focusing on the interactive processes that are intertwined in governance networks, it traces several components of interaction, such as contact frequency, level of trust, exchange of resources, and exchange

of information. As research has been conducted by Rukmana (2020) who has used this concept in analyzing the interaction process of governance networks in the implementation of food security policies in Bone Regency. In this research, it was found that the frequency of contact between network actors was very intense, but the level of trust and exchange of information between actors in the network was still quite low, and the exchange of resources still tended to be limited. Thus, these conditions are considered to have contributed to the ineffective implementation of the policy program.

The researcher's choice of tourism business supervisory policies is motivated by the high prospects for state income from this sector. Tourism sector is one of the strategic sectors in developing the national and local economy. Before entering the Covid-19 pandemic period, which has weakened various economic sectors, in 2019, the state's foreign exchange earned from the tourism sector reached IDR 280 trillion, an increase from the 2018 achievement of IDR 270 trillion. The tourism sector economy contributes to national GDP by 5.5 percent and contributes to creating jobs for 13 million workers.

It has encouraged the government to make various efforts to develop tourism sector, since the tourism sector has contributed to revenue generation and employment. However, in reality the various problems faced in the field have prevented development in this sector from taking place optimally. For example, in 2018, of the total Special Allocation Fund (DAK) applications which reached IDR 15 trillion for the development of tourist destinations, only around IDR 500 billion-IDR 1 trillion were able to be absorbed by the local government entirely.

The city of Palopo is no exception. In this city, the tourism sector is one of the locomotives for economic development, both in the context of boosting Local Original Income (PAD) and the income of the people around tourist areas. The tourism sector is the third largest contributor to PAD for Palopo City, after BAPenda and the health service. As of 2013, the growth of the tourism sector, which is dominated by income from taxes on restaurants, cafes and restaurants, has increased by 600% until 2017.

However, since 2018 the tourism sector in this city has continued to stagnate. As recorded in the report on the realization of the Palopo City APBD for the 2019 fiscal year, the Tourism and Creative Economy Office's PAD only reached IDR 174 million. It consists of retribution for the use of local assets of IDR 70 million and retribution for entertainment and sport venues of IDR 68 million. The amount of income is quite inversely proportional when viewed from the amount of expenditure incurred by the Office of Tourism and Creative Economy of Palopo City amounting to IDR 6.358 billion, consisting of IDR 2.826 billion of indirect spending and IDR 3.531 billion of direct spending.

The weakening of Palopo City's income from the tourism sector in recent years (besides the Covid-19 factor), is allegedly caused by various pro and contra attitudes towards the operation of nightlife venues. Since 2017, various calls regarding the closure of THM have been heard from several social organizations in Palopo City. Most of those who oppose the existence of THM Labombo think that the existence of THM in Palopo City is something that is against the law, and is suspected of encouraging the practice of drug trafficking, prostitution and crime. As a result, in 2017 the Municipal Government of Palopo closed the THM location in the Labombo area (Fajar, 2017). However, for the Management Association of Palopo City Nightlife Venue (THM), the existence of the business they are running is an official business that has obtained permission from the municipal government.

The case of nightlife and tourism venue closure in Palopo City can actually be traced through official documents issued by the municipal government. Through the Palopo City Regional Regulation number 6 of 2005 concerning business licenses and tourism business retribution. This regional regulation stipulates that Pool Arena, karaoke venue, pub, bar/cafe, massage parlor and showbiz are part of the tourism businesses and can be managed by individuals or business entities.

The polemic that occurred in the operation and supervision of THM in Palopo City, has basically been explained in several previous research works. As research conducted by Adisumarno (2018), which analyzed the implementation of the Palopo City Regional Regulation No. 1 of 2013. This research found that communication factors were one of the inhibiting factors for the government in supervising and controlling the circulation of alcohol and THM in Palopo City. The intended communication includes communication between implementing units and communication with the public. Meanwhile, research conducted by Wahyudi (2019) found that the issue of the low intensity of enforcement activities and low resources were factors that hindered the government from supervising and controlling the distribution of alcohol and THM in Palopo City.

Meanwhile, previous research from Zeanal (2019), which found that one of the factors that resulted in the ineffectiveness of controlling and supervising THM in Palopo City, was the lack of maximum utilization of existing resources, even though it had been regulated in Palopo City Regional Regulation No. 1 of 2013 who said that there was an integrated team formed, but that had not been implemented and there was no transparency in the supervisory budget of each of the actors involved.

Methodology

This research was carried out in several government agencies that were involved in carrying out the supervisory network of Nightlife Venues in Palopo City, namely the Palopo City Tourism Department, the Palopo City Trade Department, the Palopo City Civil Service Police Unit (Satpol PP), the Palopo City Precinct Police (Polres Palopo), the Legal and Human Rights Section of the Palopo City Government, and the Palopo City Nightlife Venue Association.

This research uses qualitative research methods, where researchers use interview and observation methods with reference to the focus and objectives of this research. Then the data is collected with careful observation, including detailed contextual descriptions accompanied by notes from in-depth interviews, and literary studies. This research will use primary data obtained through interviews with informants in order to find out the analysis of the policy and secondary data. The secondary data is obtained from previously published data or data collection carried out by researchers through literary studies.

Results

According to Government Regulation (PP) Number 42 of 1986, Palopo City is an administrative city (Kotip) which is the capital of Luwu Regency. Palopo City is the second last of the four autonomous regions in Luwu.

The population of Palopo City in 2015 was recorded at 168,894 people, in detail according to gender, respectively 82,301 male residents and 86,593 female residents, thus the Gender Ratio is 95.38. This figure indicates that among 100 female residents, there are 95-96 male residents. With an average annual growth of 2.42 percent and the area of 247.52 km², the population density in Palopo City is 682 people per square kilometers.

Palopo City is one of the big cities in South Sulawesi Province. Similar to other big cities, in Palopo City there are several nightlife venues, whose developments are concentrated in one area, called the Labombo Beach Nightlife Venue (THM) Complex.

The Labombo Beach THM Complex is an area concept intended as the center of nightlife venues in Palopo City. The Labombo THM Complex stands in the coastal area of Palopo City, right in the Labombo Beach area, located in Salekoe, East Wara District, Palopo City. To most people, the Labombo THM Complex is known as the Marcopolo Club, a place that serves various types of nightlife venues, such as cafes, clubs, karaoke venues, and pubs.

According to findings in the field, the initial development of the Labombo Beach area as a THM complex, began in 2006. Under the Government of Patedungi Mayor Andi Tenriadjeng, with the aim of localizing the distribution of THM in Palopo City into a complex, far from the center of residential settlements. The Labombo Beach THM Complex started operating in 2009 and peaked in 2017.

In 2017, the Labombo Beach THM Complex began to receive scrutiny from various parties. At the peak of the heyday of the nightlife business in this complex, various parties considered it to be the opposite when a variety of residential settlements began to be established around the area. The operation of a nightlife business in the area started to experience sharp scrutiny from the people who live around Labombo Beach. This then sparked conflict and rejection which resulted in the closure of all nightlife businesses at the Labombo Beach THM Complex.

The conflict started with the discomfort of local residents towards the nightlife business activities around Labombo Beach. Local residents find THM's presence quite disturbing. As generally in eastern culture, THM is considered as a place that presents things, far from decency standards.

The pressure that the government receives from the community then has an impact on the attitude of the local government. The government also took a stand. Based on the information received from the association. Since 2017, it has been quite difficult for THM businesses to carry out various types of licenses (Grover et al., 2018). The government is considered to have taken a stance not to support the operation of THM at the Labombo Beach THM Complex. As a result of this attitude, nightlife business activities at Labombo Beach THM Complex have been completely closed since 2017 and have never operated again until now.

Palopo City THM Supervision

The supervision of nightlife business in this research is an object that involves more than one aspect of governance. It implies that in the field practice, nightlife business supervision actually involves more than one governance institution. The involvement of many actors or institutions of governance triggers numerous problems in its implementation. The interactions that occur involve multi-actors or multi-institutions that are full of different interest, different knowledge

and different perception of problems. Differences in interaction between actors is a complexity which is a domain in the study of governance networks (Van Meerkerk et al., 2015).

In this research, the governmental network consists of six institutions, namely the Palopo City Tourism and Creative Economy Department, Palopo City Trade Department, the Legal and Human Rights Section of the Palopo City Government, the Palopo City Civil Service Police Unit (Satpol PP), the Palopo City Precinct Police (Polres Palopo), and the Palopo City Nightlife Venue Association. The context of each institution in conducting supervision is as follows: (1) Palopo City Tourism and Creative Economy Department: The context of supervision is in the administrative aspect by verifying the SOP for business license processing; (2) Palopo City Trade Department: At the supervisory level for the sale of liquor and goods related to limited consumption; (3) Palopo City Civil Service Police Unit (Satpol PP): Supervision is in the domain of order for THM owners in complying with regional regulations, especially operational licenses; (4) Palopo City Precinct Police: At the supervision of criminal acts that generally occur at THM locations; (5) Legal and Human Rights Section of Palopo City Government: Supervision is in the context of maintaining tourism conduciveness by controlling activities that can have negative impacts on the environment; (6) Palopo City Nightlife Venue Association. Supervision: On the fulfillment of rights and obligations of nightlife business entrepreneurs

Government Network in the Supervision of THM in Palopo City

In the findings section of research, the author will describe the findings in related fields, how the THM supervision policy in Palopo City applies the concept to its implementation. The results of this research will be divided into 4 (four) sections which namely important elements that influence cooperation and the allocation of functions of each institution in an institutional network. Each of these aspects is also an indicator contained in the focus of this research, namely contact, trust, sharing of information, and exchange of resources.

Aspect of Contact on Government Networks

In a public policy network, interaction or contact is dominantly used to see and measure how far the structure in the policy network works. The size of an interaction can be seen through several indicators. This measure can be in the form of the number of contacts or relationships that exist between each actor in the public policy network. Then, the contact aspect can also be seen from the duration factor of the interaction between the actors involved. The contact aspect can also be seen from the contribution made by each actor or institution to solving the problems faced by the policy (Dolowitz & Marsh, 2000). Also, the last is the extent to which the relationship between each actor can provide mutual utility or benefits. In its progress, the THM supervisory network in Palopo City involved more than one agency that served based on their respective main tasks and functions, but had tasks that overlapped with each other, when required to deal with nightlife business supervisory policies. In an effort to secure the problems faced by the policy object, every actor or institution is certainly required to explore policy issues more deeply, through exchanging points of view with one another. And the truth can only be obtained if each actor or institution is actively involved in establishing meetings with one another.

The contact that exists between each of the institutions involved in the THM supervisory governance network in Palopo City occurs in two forms, namely through coordination meetings and through coordination between agencies. A coordination meeting is a meeting deliberately held to discuss matters related to the core of the policy. This meeting is usually initiated directly by the Palopo Municipal Government, through the Legal and Human Rights Section, which contains several institutions or actors whose perspectives and interests are considered to be quite intersecting with policy issues that are currently being guarded, namely the supervision of THM at Labombo Beach. Meanwhile, the other contact is inter-agency coordination, namely contact established between institutions based on their respective interests that are currently meeting on policy issues. Regarding the intensity of meetings among institutions in the network, to discuss the core and details of the implementation of supervisory policies, it was massively carried out from 2013 to 2017, but began to experience a declining intensity in subsequent years. The duration of contact meetings on this policy network is known to have lasted for a long time.

For 4 years, this supervisory policy has caught the attention of the parties involved. This research found that the established contacts benefited the institutions within the policy network to understand each other's interests, through the exchange of perspective and information. The contact aspect in this research is a form of coordination established in public policy networks. This is one of the factors that determine the achievement of network organizational goals. Individual actors and group actors in policy networks must interact and coordinate to solve public policy problems. The interaction process is described in social network theory, where coordination or contact is a variable that determines sustainability and effectiveness in organizational networks. Referring to Gedeona Henrikus (theoretical review of network management in public policy studies), the network management approach includes strategies that lead to the management of interactions among actors (Kickert, 1997) also referred to as strategies that indirectly aim to manage

shared perceptions. If this strategy is deeply explored, there is a tendency to resemble a coordination activity among actors involved in the policy network.

Aspect of Trust on Government Networks

Trust is an important aspect that is essential in assessing the success or failure of an operation and cooperation network. Without trust, it is difficult for each member of the network to be able to act ideally. Without mutual trust, the institutions in the network will certainly only find suspicion among one another. In this policy network, the level of trust held by each institution can be measured through trust in agreements, reliability, the benefits of mutual concern, the absence of opportunistic behavior, and trust in good faith. The first measure is trust in agreement. On this measure, the researcher found that the commitment built on the network was considered to be quite lame. It was illustrated by the lack of trust the City THM Association had in the Palopo Municipal Government's commitment to solving this problem by way of a win-win solution. The THM entrepreneurs consider that the government tends to side with the closure of THM, without thinking about the commitment established before between the government and THM entrepreneurs when the government directed entrepreneurs to move to the Labombo Beach Area with the intention of doing nightlife business locations. It triggers the lack of trust in each other in the supervisory commitment.

The next measure in the aspect of trust is reliability. Reliability is a measure of how consistent the attitude of each network member is in responding to the problems faced in the policy network. Consistent attitudes in each institution greatly affect the integrity of trust in each institution. The more consistent each institution is, the easier it will be for other institutions to place their trust in it, and vice versa. In the case of the Labombo Beach THM supervisory policy network, it is known that consistency is still a matter that varies quite a bit for each institution. Several institutions that are considered to have acted consistently so far are the police and civil service police. Both of these institutions are considered to consistently focus on law enforcement and regional regulations. Apart from these two institutions, research has found a dynamic attitude based on the tug-of-war between the interests of each institution.

The issue of Labombo Beach THM closure is a problem that does not only involve legal aspects. The public view of the existence of this place is enough to attract the attention of executives and stakeholders since the consistency of each institution is something that is difficult to achieve when the impact of this issue is so dynamic. Research shows that the level of actor trust in the THM supervisory network organization in Palopo City remains low. It shows that there is a complexity of problems in government networks, namely the existence of conditions that are dynamic and difficult to predict as well as challenges in increasingly complicated policy networks (Klijn & Koppenjan, 2016).

The level of trust in public policy networks will affect the processes and patterns of interaction between actors, both individuals and groups, in achieving policy objectives. The sub-dimension of trust in network organizations is inseparable from the outcomes achieved in the process of actor cooperation in accordance with a mutual agreement (Klijn & Koppenjan, 2016). Trust has a positive influence on increasing cooperation in network organizations, thus actors, both individual actors and actors in groups, do not deviate from the agreed contract. An implementation network is a type of policy network consisting of interdependent relationships between organizational actors. A policy network is a multi-actor, multi-sector system that operates on intertwined changes and maximizes influence and resources or in other words, building an implementation network is like building a political economy (Osborne, 2010).

Aspect of Information Sharing on Government Networks

The aspect of information sharing in the governance network, the policy of implementing supervisory policies is one aspect that cannot be ruled out. Information has always played an important role in the course of power and government in all segments of life from time to time, especially in an era when information is no longer a rare item. The era in which technology makes it easier for each party to establish communication with each other. In this aspect, the measurement of aspect consists of two, namely a measure of the breadth of information, which includes information provided by each institution in the policy implementation network and a measure regarding the quality of information, in the form of information provided by actors in the timely policy network and the completeness of the provided information.

According to the THM entrepreneurs who are members of the THM entrepreneur association, information regarding requirements and court decisions is essential information that needs to be shared in detail and correctly socialized to them. It is important given the rampant closure of THM by the authorities. Information related to decisions that will come out in the future is an important point for the entrepreneurs. Essential information is information that can help the interests of each institution in the network. Even though in the government network, each institution has different interests, they have the rights to obtain information based on the matters they need.

Regarding the information that should be provided in network organizations, other parties that have responded to this are the Tourism Department and the Trade Department, as two government agencies whose fields of work intersect with the existence of the nightlife business.

Information transparency is an important pillar for the foundation of the policy network. With sufficient information, every decision can be taken wisely and each party can put attention and trust each other well. Thus, it minimizes suspicion among existing institutions. The next measure is about the quality of the available information. The measure looks at the accuracy of information provided on the policy network since information is essential and the use of information by each party as a political resource. Therefore, quality information is an essential measure in assessing the optimization of information sharing activities in policy networks.

Aspect of Exchange of Resources on Government Networks

The exchange of resources in the governance network is an attempt to suppress all the limitations that occur in the field, caused by the inability of each actor to solve his policy problems independently. The exchange of resources is a sign that the institutions in the network are a collection of solid parties and feel that they have responsibilities and aligned goals, thus it is easy to push their resources to be used by other parties, with the belief that it will be beneficial. to encourage the achievement of its goal. The first measure in this aspect is the measure of the exchange of human resources, it is known that in this measure there are still no cooperative efforts in terms of exchanging capabilities in terms of human resources. Each institution focuses on carrying out its duties according to its responsibilities without requiring or involving the human resource capabilities of other institutions.

The Palopo City THM Association argues that the exchange of resources is an important thing to do, but it states that the THM supervisory policy network does not place much trust in involving THM entrepreneurs in the process of making decisions to be made within the supervisory policy network. Each institution tends to operate independently within the corridors of their respective duties and responsibilities, without making efforts to exchange resources as a form of cooperation among institutions in a policy network that has a tie of goals to the policy being guarded. It then has an impact on the lack of trust between the respective institutions involved. The next measure, in this aspect, is the measure of the exchange of facilities and infrastructure. After measuring the exchange of human resources, an aspect that is no less important than human resources is the aspect of facilities and infrastructure. It is known in this research, the exchange of facilities and infrastructure in matters of overseeing policies is also not found in every institution.

The exchange of facilities and infrastructure in the context of supporting the activities of each institution is something that is not implemented in the Palopo City THM supervisory policy network. It occurs since each institution assumes that they are capable of being independent in terms of resources. This description further confirms that there is no exchange of resources at all in the THM supervisory policy network in Palopo City, both exchange of human resources and exchange of facilities and infrastructures. As is known, every actor will behave independently if their operations are not ordered by their superiors. They mutually dependent on each other, no one can use their power to hierarchically control anyone since in this research there is no single institution that can use their power to exert hierarchical pressure to control other institutions. Interdependence relationships mean that actor networks are horizontal rather than vertical in nature. However, the horizontal relationship between actors does not imply that they are equal in terms of authority and resources (Hudalah, 2017). In governance networks where the relationship between actors is horizontal, in general, the network has relatively weak binding power. However, in this case, it was discovered that there was pressure from the urban community which caused every institution in the network to be active and not neglect its role in the network. According to Donaldson and Preston, all the interests of actors in the network contain intrinsic value. Therefore, it must be recognized that moral values and obligations provide a fundamental normative basis for every actor. Thus, the actors will be responsible for its implementation according to their mission and roles (Lajas, & Macário, 2020).

Conclusion

This research focuses on analyzing THM supervision in Palopo City by using the concept of network governance, which uses 4 (four) aspects, namely contact, trust, sharing information, and exchange of resources. On the aspect of contact, this research found that there were at least two types of coordination in the Palopo City THM supervisory policy network, namely team meetings and incidental coordination which each carried out at a certain time. The existing coordination remains less massive. It can be seen from the minimal frequency established between each institution even though coordination has benefited institutions within the policy network to understand each other's interests, through the exchange of points of view and information. Meanwhile, on the aspect of trust, this research found that the level of institutional trust in the THM supervision network organization in Palopo City remained low. It is shown through the perception of each member who views other members as tending to act based on the interests of their own institution, not on the interests of the network. It shows that there is a complexity of the problem, namely conditions that are dynamic and difficult to predict and challenges in increasingly complicated policy networks. Furthermore, on the aspect of information sharing, this research found that the flow of information that developed in the supervisory policy network related to procedures and information related to the follow-up of legal issues impacted THM entrepreneurs did not run optimally. Network members consider that parties holding key information tend to be closed to providing information to other institutions. In the aspect of exchange of resources, it is known that the institutions in the network do not

exchange resources. It occurs since each institution argues that they can carry out their respective duties and functions independently, thus they no longer need assistance from other institutions.

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