



COLLABORATION-BASED DECENTRALIZATION STRATEGY FOR ECONOMIC AND SOCIAL EMPOWERMENT OF THE PEOPLE OF NORTH LOMBOK REGENCY

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Abstract: This study investigates key governance dimensions and their contribution to improving public administration in North Lombok Regency. The analysis focuses on Transparency and Accountability, the Role of the State in the Market, Social Justice and Inclusion, Public Participation, Sustainable Development, and Good Governance. The primary objective is to evaluate how these governance factors influence governance performance while providing practical recommendations to strengthen public trust, enhance the quality of public services, and support sustainable development. A quantitative research approach was employed, with survey data analyzed using SmartPLS to examine the proposed relationships among the study variables. The statistical results indicate that all hypothesized relationships are significant (p -value < 0.001), confirming the robustness of the measurement and structural models. The findings demonstrate that Transparency and Accountability play an important role in enhancing public trust and improving administrative performance. Likewise, the Role of the State in the Market contributes to balanced economic development and the promotion of social justice. The results also emphasize that Public Participation is essential for inclusive governance by ensuring that diverse community interests are represented in the decision-making process. Furthermore, the study highlights that achieving Sustainable Development requires the integration of economic, social, and environmental dimensions through long-term governance strategies.

Abstrak: Penelitian ini mengkaji dimensi-dimensi utama tata kelola pemerintahan serta kontribusinya terhadap peningkatan penyelenggaraan administrasi publik di Kabupaten Lombok Utara. Analisis difokuskan pada Transparansi dan Akuntabilitas, Peran Negara dalam Pasar, Keadilan Sosial dan Inklusi, Partisipasi Publik, Pembangunan Berkelanjutan, dan Good Governance. Tujuan utama penelitian ini adalah mengevaluasi pengaruh faktor-faktor tata kelola tersebut terhadap kinerja pemerintahan sekaligus memberikan rekomendasi praktis untuk memperkuat kepercayaan publik, meningkatkan kualitas pelayanan publik, dan mendukung pembangunan berkelanjutan. Penelitian ini menggunakan pendekatan kuantitatif dengan data survei yang dianalisis menggunakan SmartPLS untuk menguji hubungan antarvariabel yang diajukan dalam model penelitian. Hasil

analisis statistik menunjukkan bahwa seluruh hipotesis yang diajukan memiliki hubungan yang signifikan ($p\text{-value} < 0,001$), yang mengonfirmasi kekuatan model pengukuran maupun model struktural. Temuan penelitian menunjukkan bahwa Transparansi dan Akuntabilitas berperan penting dalam meningkatkan kepercayaan masyarakat serta kinerja administrasi publik. Selain itu, Peran Negara dalam Pasar terbukti mendukung pertumbuhan ekonomi yang seimbang sekaligus mendorong terwujudnya keadilan sosial. Hasil penelitian juga menegaskan bahwa Partisipasi Publik merupakan unsur penting dalam mewujudkan tata kelola pemerintahan yang inklusif karena memastikan keterwakilan berbagai kelompok masyarakat dalam proses pengambilan keputusan. Lebih lanjut, penelitian ini menunjukkan bahwa pencapaian Pembangunan Berkelanjutan memerlukan integrasi antara dimensi ekonomi, sosial, dan lingkungan melalui strategi tata kelola yang berorientasi pada keberlanjutan jangka panjang.

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INTRODUCTION

North Lombok Regency continues to encounter economic and social development challenges similar to those experienced by many other regions in Indonesia (Triastuty et al., 2024). Strengthening community capacity through improved skills, knowledge, and opportunities is therefore essential to enhance public welfare (Laksmi et al., 2023). However, the effectiveness of development programs is often constrained by limited financial resources, infrastructure, and community engagement. Collaborative efforts among government, the private sector, and local communities provide an important mechanism to address these constraints and promote sustainable community empowerment (Rachmawati et al., 2022). In this context, the North Lombok Regency Government has adopted a collaboration-based decentralization strategy to improve resource management and strengthen participatory decision-making (Waty et al., 2023).

The government works closely with community members and private entities to address local economic challenges, encouraging a participatory environment # In policy reform: Law No. 6 of 2014 empowers village communities, allowing them to actively participate in regional governance and development decisions (Fanani & Ibrahim, 2018). Collaborative governance in tourism development promotes local culture and generates income, benefiting the community directly (Rani et al., 2024). The development of tourist villages, such as in Bayan, has empowered local communities by providing training and resources, allowing them to create job opportunities and increase income (Astiti et al., 2024).

Local involvement in tourism planning increases economic opportunities in North Lombok by encouraging community participation in decision-making (Insan & Agustina, 2024). Furthermore, members of the community to engage in business, generate profits, and empower resource management, which ultimately leads to increased income and job possibilities (Putri et al., 2022). Local involvement in tourism planning in North Lombok increases economic opportunities by creating jobs, generating entrepreneurial ventures, diversifying the local economy, and providing alternative sources of income, which ultimately leads to improved livelihoods and poverty reduction for the community (Aris Anuar & Mohd Sood, 2017). While collaborative decentralization presents many benefits, challenges such as limited resources and coordination issues among stakeholders can hinder its effectiveness (Nasution et al., 2023). According to (Nasution et al., 2023) overcoming this challenge is very important to maximize the potential of local communities in North Lombok, "Collaborative Decentralization" or its role in the economic and social empowerment strategy of North Lombok Regency by using this approach focuses on poverty reduction through community capacity building in North Lombok (Sujatmiko et al., 2023). This approach emphasizes the principles of good leadership, such as, accountability and transparency, The Role of the State in the Market, Social, Justice and Inclusion, Public Participation. Public Participation, to ensure that capacity building not only empowers the community but also creates sustainable governance (Artika et al., 2020).

Transparency and accountability are widely recognized as essential pillars of good governance because they strengthen institutional credibility, improve administrative performance, and enhance public confidence in government. Transparency requires not only the disclosure of information but also its reliability and accessibility to stakeholders, while accountability ensures that public institutions remain answerable for their decisions and actions. Empirical evidence indicates that these governance principles improve local government performance and encourage greater citizen participation in North Lombok Regency (Salihi et al., 2023; G Putra et al., 2023).

According to Thahir et al., (2024) Transparency ensures public access to financial information, while accountability strengthens budget performance. Both are critical to effective governance and the success of open meetings in North Lombok Regency. Furthermore, the free market alone is not enough to achieve equitable economic prosperity. He argued that the government must play an active role in correcting market failures through regulation, appropriate policy intervention, and efficient allocation of public resources. Good government not only supports economic growth but also ensures a fair distribution of profits for all levels of society (Rigian & Sari, 2019).

The role of the state in the market significantly affects the success of open access initiatives in North Lombok Regency. The relationship between state policies, market dynamics, and local governance structures plays an important role in encouraging sustainable practices and community participation (Khubaev, 2020). In addition, the state can encourage market transparency and increase the awareness of participants without the need to intervene directly, by facilitating positive interactions among market participants (Khubaev, 2020). The next section will discuss the key aspects of this influence, State intervention through ICT initiatives has resulted in the development of government websites and applications that provide public access to legislation, budget allocation, as well as performance reports, which ultimately increases transparency (Reza Agustina & Rachmawati, 2020). Thus, state intervention has a crucial role in increasing market transparency by utilizing Information and Communication Technology (ICT) in North Lombok Regency.

Good Governance facilitates complaint recovery, allowing vulnerable populations to voice their concerns without the need for a physical visit to government offices (Rajeshwar & Roy, 2022a). The benefits of Good Governance in technology are to increase transparency, accountability, and affordability to improve social justice or promote it in reducing bureaucratic barriers, thereby promoting social equality (Rajeshwar & Roy, 2022). According to Stiglitz, community participation in the decision-making process is a key element of good governance (Damanik et al., 2024). That good public policy must consider input from various parties, including civil society, the private sector, and underrepresented community groups (Yadav, 2024). According to Yadav (2024), this participation helps the government in designing policies that are more equitable and relevant to the needs of the community. One of the main pillars of good governance theory is public participation (Karina Asiyah Dwitasari, 2024). Furthermore, explained Karina Asiyah Dwitasari (2024) In good governance practices, public participation is not only considered a citizen's right but is also an important part of government that is transparent, accountable, and responsive to the needs of society.

Stiglitz's perspective on good governance emphasizes that sustainable development requires governments to balance economic progress with environmental sustainability, ensuring that development policies do not compromise the welfare of future generations (Tokovska et al., 2023; Su et al., 2023). From this perspective, good governance extends beyond administrative effectiveness by integrating transparency, accountability, public participation, and social justice as fundamental principles of public policy implementation (Xiang, 2024). Furthermore, Stiglitz underlines that sustainable and inclusive development can only be achieved through effective collaboration among government institutions, local communities, and market actors. In the context of regional decentralization, such collaborative governance has become increasingly relevant, particularly in regions facing persistent economic and social inequalities, including North Lombok Regency. Although previous studies have widely examined decentralization and governance, limited attention has been given to the contribution of

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collaboration-based decentralization to local economic and social empowerment. Therefore, this study addresses this gap by investigating the effect of collaboration-based decentralization on community economic and social empowerment in North Lombok Regency using a quantitative approach based on SmartPLS analysis.

Variabel Independen (X)

Dependen (Y)

Variabel

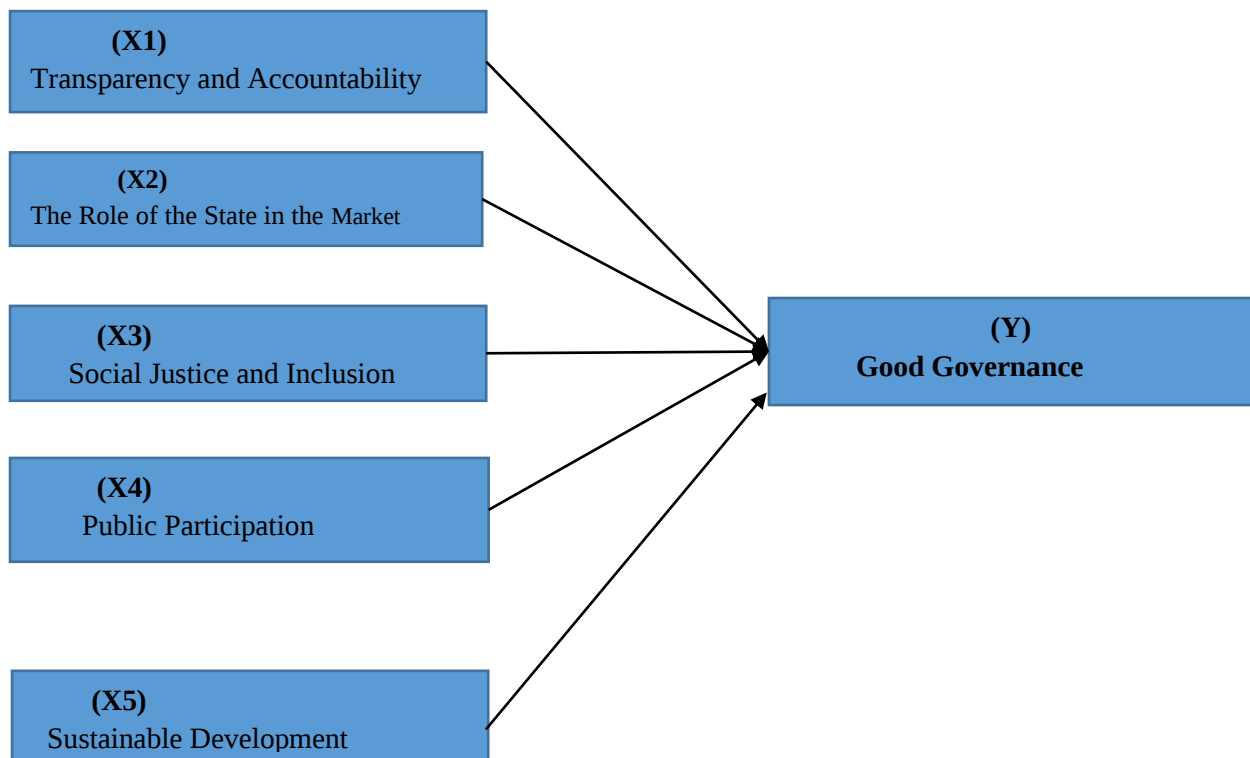


Fig 1. Theoretical Framework

Hypothesis

H1: The improvement in the quality of public services (X1) positively and significantly affects community satisfaction (Y).

H2: Government intervention in economic activities (X2) positively and significantly affects economic stability and community welfare (Y).

H3: The provision of equal and fair rights to every individual (X3) positively and significantly affects social justice and community inclusion (Y).

H4: Community participation in decision-making, planning, implementation, and policy evaluation (X4) positively and significantly affects the quality of community life (Y).

Sustainable Development (PB): Economic and social development of the environment to meet certain interests (X5) in Sustainable development for society (Y).

Table 1. Operationalization of Research Variables

Variable	Conceptual Definition	Indicators	Measurement Items	Scale
Public Service Quality (X1)	The quality of services provided by government institutions to meet community needs effectively	Reliability, responsiveness, assurance, empathy,	Speed of service, clarity of procedures, officer responsiveness, service facilities	Likert Scale (1–5)

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	and efficiently.	tangibles		
Government Intervention in Economic Activities (X2)	Government actions and policies aimed at regulating and supporting economic activities to improve public welfare.	Economic regulation, subsidies, employment support, price stability	Government assistance programs, market regulation effectiveness, economic support policies	Likert Scale (1–5)
Equal and Fair Rights (X3)	The provision of equal opportunities and fair treatment for all individuals in social and public life.	Equality, fairness, non-discrimination, legal protection	Equal access to services, fair treatment, protection of citizen rights	Likert Scale (1–5)
Community Participation (X4)	The involvement of the community in decision-making, planning, implementation, and policy evaluation processes.	Participation in planning, implementation, decision-making, evaluation	Attendance in meetings, contribution of ideas, involvement in evaluation activities	Likert Scale (1–5)
Community Welfare and Satisfaction (Y)	The level of public satisfaction and perceived improvement in quality of life resulting from government policies and services.	Satisfaction level, quality of life, social welfare, economic stability	Satisfaction with government services, perceived welfare improvement, social inclusion	Likert Scale (1–5)

RESEARCH METHOD

This study employed a quantitative explanatory research design to examine the causal relationship between Transparency and Accountability, the Role of the State in the Market, Social Justice and Inclusion, Public Participation, Sustainable Development, and Good Governance. The explanatory approach was used to test the proposed hypotheses and analyze the influence of governance variables on economic and social empowerment in North Lombok Regency (Creswell & Creswell, 2018).

Primary data were collected through a structured questionnaire distributed to 95 respondents selected using a random sampling technique. The questionnaire served as the main instrument for obtaining standardized data to measure the relationships among the research variables (Sekaran & Bougie, 2020).

A. Population and Sampling Technique

The measurement model evaluation using SEM-PLS confirmed that all constructs met the required validity criteria. Convergent validity was established, with all indicator outer loadings exceeding 0.70 and Average Variance Extracted (AVE) values above the recommended threshold of 0.50. In addition, discriminant validity was verified through the Fornell-Larcker criterion and cross-loading analysis, indicating that each construct was empirically distinct from the others. These findings demonstrate that the measurement model is valid and suitable for further structural model analysis (Hair et al., 2022).

This study applied a simple random sampling technique to select respondents from the population of North Lombok Regency residents. This sampling method was chosen to ensure that each member of the population had an equal opportunity to be included in the study, thereby providing representative data on community satisfaction with the economic and social empowerment of local communities. Data were collected using a structured questionnaire developed through Google Forms. Based on data obtained from the Regional Government, the target population consisted of 1,000 individuals, and a sample of 95 respondents was determined using a 10% margin of error (<https://satudata.lombokutarakab.go.id/>).

B. Measurement of Variabels and Analysis Techniques

The level of economic and social empowerment of local communities was measured using a structured questionnaire, and the collected data were analyzed after meeting the required validity and reliability criteria. Responses to each indicator were assessed using a five-point Likert scale, ranging from 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree, which is widely used to measure respondents' perceptions and attitudes (Likert, 1932; Joshi et al., 2015).

RESULT AND DICUSSION

A. Respondent Characteristics

An analysis of respondents' demographic characteristics is essential to understand the background of participants involved in this study. The profile includes gender distribution, age group, education level, and length of work experience in North Lombok Regency. This information helps to contextualize the findings and ensures that the sample adequately represents the targeted population.

Table 2. Respondents' Demographic Profile

No	Characterisc	North Lombok Regency	
		Freq	%
1	Gender		
	Man	50	52.63%
	Woman	45	47.37%
2	Usia		
	15-22 yrs	20	21.05%
	23-32 yrs	45	47.37%
	33-45 yrs	15	15.79%
	>45 yrs	15	15.79%
3	Education Level		
	SD	0	0%
	Junior High School/MTS	0	0%
	High School/Vocational School	55	57.89%
	S1	25	26.32%
	S2	15	15.79%
4	Long time working in North Lombok Regency		
	< 1 Year	35	36.84%
	1 – 3 Years	10	10.53%
	4 – 6 Years	15	15.79%
	> 7 Years	35	36.84%

Source: <https://satudata.lombokutarakab.go.id/>

Based on available data, the majority of respondents in North Lombok Regency are men (52.63%) and women (47.37%), which shows an almost balanced gender proportion. In terms of age, the 23-32 year group dominates (47.37%), which is the productive and active age in social and economic activities. Other age groups, such as 15-22 years old, 33-45 years old, and over 45 years old, have smaller percentages, around 21.05% to 15.79%, respectively.

Meanwhile, the education level of the majority of respondents is high school/vocational school (57.89%), which reflects the dominant secondary education level. Some have S1 (26.32%) and S2 (15.79%) degrees, although the number is smaller. For the length of work, there is a balance between those who work for less than one year and more

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than seven years, reaching 36.84% each. On the other hand, respondents who worked between 1 to 3 years were only around 10.53%, indicating that there was a variation in work experience among respondents.

B. Measurement Model Evaluation (Reliability and validity)

Tabel 3. Research Variable Reliability

No	Construction	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted (AVE)	
1	Transparency and Accountability	0.928	0.938	0.954	0.837	Reliabel
2	The Role of the State in the Market	0.950	0.950	0.968	0.910	Reliabel
3	Social Justice and Inclusion	0.924	0.925	0.952	0.868	Reliabel
4	PublicParticipation	0.921	0.924	0.950	0.864	Reliabel
5	Sustainable Development	0.923	0.928	0.950	0.867	Reliabel
6	Good Governance	0.871	0.878	0.921	0796	Reliabel

Source: Processed from primary data, 2024

Table 2 summarizes the results of the reliability assessment, including Cronbach's Alpha, rho_A, and Composite Reliability for each construct. The findings indicate that all constructs obtained Cronbach's Alpha and Composite Reliability values above 0.70, demonstrating satisfactory internal consistency. Overall, the reliability analysis confirms that all constructs are reliable and suitable for further analysis. Furthermore, the values of Cronbach's Alpha, rho_A, Composite Reliability, and Average Variance Extracted (AVE) exceeded the recommended minimum thresholds, indicating that the measurement model possesses good reliability and consistency.

This, the construction, which includes Information Transparency and Accountability, The Role of the State in the Market, Social Justice and Inclusion, Public Participation, Sustainable Development, Good Governance, can be said to have good internal consistency, high reliability, and strong validity in explaining the variance of the variables measured. Therefore, this research instrument can be relied on for further research on the quality of public services and community satisfaction.

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C. Hypothesis Testing Results

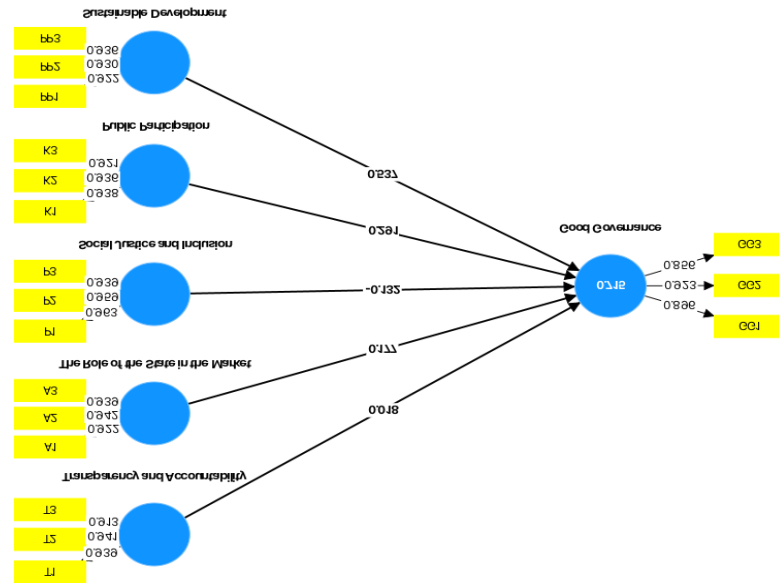


Fig 2. Output Bootstrapping

Source: Processed from primary data, 2024

Figure 1 shows the relationship between various indicators and *Good Governance*. Transparency and Accountability have a small contribution (0.018), signaling the need for improvement. The role of the State in the market has a moderate influence (0.177), highlighting the importance of government intervention in the economy. Meanwhile, Social Justice and Inclusion showed a negative influence (-0.132), reflecting implementation challenges. The dominant factor was Public Participation (0.537), indicating that community involvement played a big role. In addition, Sustainable Development contributed a positive influence (0.291), supporting the principle of sustainability. Overall, these indicators resulted in a *Good Governance* score of 0.715.

Tabel 4. Results of Statistical Testing of Research Variables

No	Variabel	Original Sample (O)	Sample Mean (M)	STDEV	T-Statistics (O/STDEV)	P value	Hipotesis
1	T1 Transparency and Accountability	0.939	0.938	0.016	58.906	<0.001	Accepted
2	T2 Transparency and Accountability	0.941	0.938	0.018	53.326	<0.001	Accepted
3	T3 Transparency and Accountability	0.913	0.910	0.028	32.278	<0.001	Accepted
4	A1 The Role of the State in the Market	0.922	0.919	0.024	37.721	<0.001	Accepted
5	A2 The Role of the State in the Market	0.942	0.942	0.015	64.346	<0.001	Accepted
6	A2 The Role of the State in the Market	0.939	0.936	0.022	42.046	<0.001	Accepted
7	P1 Social Justice and Inclusion	0.963	0.961	0.015	64.246	< 0.001	Accepted

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8	P2 Social Justice and Inclusion	0.959	0.958	0.015	63.628	< 0.001	Accepted
9	P3 Social Justice and Inclusion	0.939	0.939	0.018	53.588	< 0.001	Accepted
10	K1 Public Participation	0.938	0.936	0.021	44.541	< 0.001	Accepted
11	K2 Public Participation	0.936	0.936	0.024	38.275	< 0.001	Accepted
12	K3 Public Participation	0.921	0.920	0.026	35.420	< 0.001	Accepted
13	PP1 Sustainable Development	0.922	0.919	0.029	32.237	< 0.001	Accepted
14	PP2 Sustainable Development	0.930	0.929	0.020	45.968	< 0.001	Accepted
15	PP3 Sustainable Development	0.936	0.938	0.24	39.103	< 0.001	Accepted
16	GG1 Good Governance	0.939	0.938	0.106	58.906	< 0.001	Accepted
17	GG2 Good Governance	0.941	0.938	0.18	53.326	< 0.001	Accepted
18	GG3 Good Governance	0.913	0.910	0.028	32.278	< 0.001	Accepted

The analysis of this hypothesis shows that all the variables analyzed have a significant influence on each construct, indicated by a high *t-statistics* value and a *p-value* of 0.00, which is smaller than the significance level of 0.05. Transparency and Accountability exert the greatest influence, with the highest *t-Statistic* score of 58.906, which shows how important these factors are in supporting good governance. In addition, the Role of the State in the Market, Social Justice and Inclusion, and Public Participation also make significant contributions to *Good Governance*. Public Participation stands out as one of the important elements, as community participation is often the cornerstone of creating effective and inclusive governance. Sustainable Development also has an important role, with the results of the analysis showing that sustainability aspects are one of the pillars to support *Good Governance*. The combination of these factors shows that the model used is very valid in explaining the relationship between these variables. With strong statistical values, this model supports the hypothesis that these indicators collectively affect the quality of governance. This analysis emphasizes not only the individual significance of each indicator, but also offers a broader insight into the major factors influencing the implementation of Good Governance in various settings.

D. Discussion

This data outlines the results of statistical tests on several main variables in governance, including *Transparency and Accountability*, *The Role of the State in the Market*, *Social Justice and Inclusion*, *Public Participation*, *Sustainable Development*, and *Good Governance*(Cai et al., 2025). Each variable is measured through specific indicators to assess its contribution to relevant governance objectives(Berka et al., 2025). The results show that the values of *Original Sample (O)* and *Sample Mean (M)* are almost identical, reflecting high data consistency. According to Berka et al., (2025) The *Standard Deviation (STDEV)* value is low, indicating small data variability. This indicates that the measurement of each indicator is stable and is not affected by significant differences between samples(Zhirnov & Adeel, 2025) Very high *T-Statistics* values (more than 30) confirm a significant relationship between the variables tested. A *P-value* of 0.00 indicates significant results at a confidence level of at least 95% Thus, the entire hypothesis is

accepted, proving that the tested elements play an important role in effective governance(Wu et al., 2025).

These results show that transparency and accountability can increase public trust and government effectiveness (Shastry & Rai, 2025). The role of the state in the market has proven significant in creating a balance between economic growth and social justice(Vallejo-Blancas et al., 2025). The dimensions of social justice and inclusion emphasize the importance of qual access for all groups of society to the benefits of development public participation, as measured through specific indicators, has been shown to have a significant impact on policy effectiveness. In addition, sustainable development emphasizes the importance of balancing economic, social, and environmental needs. Good governance, which includes transparency, accountability, and participation, is a key foundation for successful development and efficient governance. Overall, these results highlight the importance of an integrated approach in ensuring successful governance and sustainable development (Prajapat et al., 2025).

CONCLUSION

This study has several limitations that should be acknowledged. First, the research was conducted in a specific regional context, which may restrict the generalizability of the findings to other regions or institutional settings. Second, the analysis was based on primary data collected through questionnaires, making the results dependent on respondents' perceptions and potentially subject to response bias. Third, while SEM-PLS is appropriate for examining the relationships among the study variables, it may not fully capture the broader socio-political dynamics and contextual factors that influence the implementation of Good Governance.

Accordingly, future studies are encouraged to broaden the research coverage, include more varied respondents, and apply mixed research methods such as interviews and case studies to generate richer and more in-depth insights. Future researchers are also advised to investigate other relevant variables, such as community participation, institutional effectiveness, and digital governance, in order to provide a more comprehensive understanding of the determinants of Good Governance implementation.

The findings of this study suggest that the Government of North Lombok Regency should place greater emphasis on enhancing public participation programs, considering that this variable demonstrates the strongest effect on the implementation of Good Governance, with a coefficient value of 0.026. Efforts to achieve this may include encouraging broader community engagement in development planning activities, promoting greater transparency in public policy formulation, and optimizing digital media as a channel for interaction between the government and the public. By reinforcing public participation, the government is expected to enhance accountability, increase responsiveness, and improve the overall effectiveness of governance in North Lombok Regency.

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