



APPLICATION OF THE PRINCIPLES OF PUBLIC ENTREPRENEURSHIP IN PUBLIC ASSET MANAGEMENT IN SOUTH SULAWESI PROVINCE, INDONESIA

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Abstract

This article explains the intensity of the application of the principles of public entrepreneurship in the management of Public Assets - Tempe Lake - in South Sulawesi Province, Indonesia. The research method used is a survey. Data was collected using observation, questionnaires, interviews and documentation techniques. Data were analyzed descriptively statistically. The results showed that the intensity of the application of the perspective and principles of public entrepreneurship at four levels of organizational analysis in the context of the behavior of actors or stakeholders in the management of Tempe lake was classified as "quite high / quite effective" seen from: decentralization of authority for stakeholders; excellent service for clients or stakeholders as internal and external customers; the application of a price (value) market mechanism to the public; focus on value creation, money, profits, benefits or positive externalities; minimizing the occurrence of problems or costs, both economic and social costs; orientation of activities based on vision and mission objectives, not by rigid procedures; empowering citizens as a public element in the collaborative framework of actors or stakeholders; strengthening the spirit of "coopetition" or competition that results in cooperation; catalyzing all sectors or stakeholder elements; and measuring the performance of agents (institutions, individuals) that focus on output (output) and its impact, not on the input.

Keywords: Public entrepreneurship, public assets, integrated tourism destinations.

INTRODUCTION

Management of regional assets based on public-entrepreneurship is the focus and locus of mindset changes, changes in the pattern of dhikr and mental revolutions in Indonesia that need to be studied (Rengifurwarin, Akib, Jasruddin, & Salam, 2018; Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018). The urgency of the perspective of public entrepreneurship as the focus of changes in the public

mindset is indeed important so that it has long been established as one of the strategic agendas in "Tri Conception as a Development Strategy for South Sulawesi" (Amiruddin, 1990). Meanwhile, the urgency of the perspective of public entrepreneurship as the focus of changing dhikr patterns, according to Akib (2005, 2011), is to balance the weight of basic values and at the same time the orientation of human values as the subject and object of development. While the urgency of applying the perspective of public entrepreneurship as the focus of mental revolution (Widodo, 2014) which is in the "last carriage" concept of strategic development of national and regional development is interesting because it is suitable for the current development context. Therefore, a number of experts (Bernier & Hafsi, 2007; Fennimore & Sementelli, 2016; Isenberg, 2011; Kirchheimer, 1989; Klein, Mahoney, McGahan, & Pitelis, 2010; Lewis, Hoover, Moses, & Rickover, 1980; Ostrom, 2005; Schnellenbach, 2007; Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018) agree that the principle or perspective of public entrepreneurship is important in the management of public assets and resources owned by a country or region improve creativity, productivity and effectiveness of its utilization.

The results of previous research and expert opinion (Dharma, 2009; Slaughter & Leslie, 1997; A. Syam, Akib, Yunus, & Hasbiah, 2018) state that entrepreneurship is often conceived as innovation, creativity, the establishment of new organizations or activities, or some kind of novelty. Under this conceptualization, entrepreneurship occurs in markets, firms, government, and universities. According to Shockley & Frank (2011), public sector entrepreneurship occurs wherever a political actor is a model and acts on potential profit opportunities, thus moving the system in which the actor is embedded toward equilibrium. Public entrepreneurship is related to the utilization of opportunities, because the ability to exploit opportunities can maximize profits.

Based on this understanding, the concept of entrepreneurship at the locus of important public organizations is incorporated into the mindset of the actors or stakeholders. The concept of entrepreneurship can also be used to change the value orientation of actors to be more anticipatory, creative, innovative and able to take advantage of opportunities. Therefore, the article from this research explains the intensity of the application of perspectives or principles of public entrepreneurship in

the management of Public Assets, Tempe lake in South Sulawesi Province, Indonesia.

LITERATURE REVIEW

Conceptually, entrepreneurship can be understood as the performance of institutions and the performance of individual actors who carry out productive activities to direct changes in the organization and the people incorporated in it as a form of adjustment, innovation and risk management. Therefore, the concept of entrepreneurship in the public sector emphasizes aspects of creativity, innovation and the creation of values or benefits for the public. The concept of public entrepreneurship is believed to be one of the perspectives that can trigger and spur improvement in the competency and performance of the actors or stakeholders of the organizations that implement it (Bartlett & Dibben, 2002; Bernier & Hafsi, 2007; Clark & Brennan, 2012; Dharma & Akib, 2009; Foss, Klein, Kor, & Mahoney, 2008; Isenberg, 2011; Ostrom, 2005; H. Syam, 2007; Windrum & Koch, 2008).

The concept and spirit of public entrepreneurship are considered important in management or governance (Daraba, Cahaya, Guntur, & Akib, 2018) and the utilization of public assets and resources owned to increase productivity and effectiveness. According to Shockley & Frank (2011), public sector entrepreneurship occurs wherever a political actor is a model and acts on potential profit opportunities, thus moving the system in which the actor is embedded toward equilibrium. Public entrepreneurship is related to the utilization of opportunities, because the ability to take advantage of opportunities can maximize the expected benefits. Whereas according to Kearney, Feldman, & Scavo (2000) that public sector entrepreneurship refers to state enterprise / civil service is defined as individuals or groups of individuals, who undertake desired activity to initiate change within the organization, adapt, innovate and facilitate risk. Personal goals and objectives are less important than the generation of good results, the state enterprise / civil service.

Without denying the differences in the locus of the public sector and the private sector, the analytical perspective focused on the perspective of public entrepreneurship is based on (Klein et al., 2010).

Rules of the game. Public entrepreneurship identifies goals and objectives, sets rules and vice versa entrepreneurial behavior establishes a framework to meet

personal interests and other public interests. Public entrepreneurship establishes the rules of the game that are considered good or bad, while private entrepreneurship is a game.

New public organizations. The manifestation of public entrepreneurship is the creation of new public organizations (Bartlett & Dibben, 2002; Schnellenbach, 2007). This new institution is rooted and limited by resources that are owned where the rights of its citizens are ambiguous and subject to agency rules.

Creative and sustainable management of public resources. This effort is carried out through the identification, creation and development of potential new resources that are owned by public actors or integral parts of the public interest (Lewis et al., 1980; Morris & Jones, 1999; Roberts & King, 1989; Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018). The focus and locus of research on public institutions - in addition to the field of public management - is focused on public bodies and public or asset management activities.

Spillovers from private actions to the public domain. This takeover is done because (private) entrepreneurs pursue personal goals and try to create and clarify public interests so that their absence limits their interests. Meanwhile, through the public domain, in and at all levels of public entrepreneurs (creative people) carefully take advantage of opportunities to gain profits, assess the use of private and public-owned resources, and create innovative products, processes and press / environment (Agarwal, Audretsch, & Sarkar, 2010; Dharma, 2009; Isenberg, 2011; Klein et al., 2010; H. Syam, Gani, & Akib, 2019).

Principles of public entrepreneurship at the level of institutions (organizations) according to experts (Box, 1999; Denhardt & Denhardt, 2000; Kearney et al., 2000; Morris & Jones, 1999; H. Syam et al., 2019) based on ten (10) generic principles of entrepreneurial bureaucracy (Osborne & Gaebler, 1992), namely: 1) decentralization of stakeholder authority; 2) Clients or stakeholders are given satisfactory excellent service or "happy" (Akib, Guntur, & Salam, 2016) as internal and external customers; 3) using market mechanisms based on price (value) for the public; 4) focused on obtaining benefits (profit money, positive externalities, etc.); 5) prevent problems or costs from arising, both economic and social costs; 6) vision-mission based goals, or directed by objectives and not by rigid rules or procedures; 7) empower citizens as

public elements, or support the "7-P partnership model" - public, private, people, person creative-innovative, press, police, partnership (Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018); 8) instill a spirit of "coopetition" or competition that results in cooperation; 9) catalyzing all sectors or stakeholder elements; and 10) measuring the performance of agents (institutions, individuals) by focusing on output (output) and its impact, not on the input.

RESEARCH METHODS

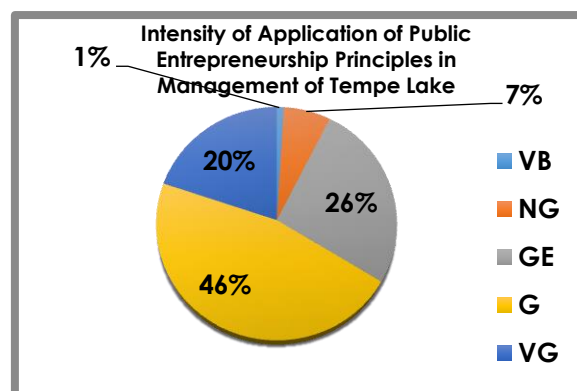
This study uses a survey method (Singarimbun & Efendi, 1996; Sugiono, 2017; Sugiyono, 2010) with a focus on analysis on the application of perspectives or principles of public entrepreneurship at the organizational level in public asset management, Tempe lake, in South Sulawesi Province, Indonesia. Data was collected using observation techniques and questionnaire techniques that were submitted to respondents representing actors or stakeholders in the management of Tempe Lake. Similarly, interviews were conducted with informants representing stakeholders, non-governmental organizations (NGOs) and community members who lived along the coast of Tempe Lake. The key informant specifications included employees representing each of the South Sulawesi Provincial Development Planning Agency (1), Wajo Regency (1), Soppeng Regency (1), Sidenreng Rappang / Sidrap Regency (1). Likewise employees represent each Tourism Office (3); Dinasi Trade, Industry and Creative Economy (3); Community Empowerment Service (3); Office of Cooperatives and MSMEs (3); Regional Finance Agency (3); Forestry and Environment Agency (3); Public Works Agency (3), Agriculture Service (3), Fisheries Service (3), Legal and Human Rights Agency (3). Then the informant represented the Balai Wilayah Sungai (BWS) of South and Southeast Sulawesi (2) and the Lake Management Agency and Watershed (2). Furthermore, the sub-Regency government or village / *kelurahan* government in each "owner" area of Tempe Lake (6), Community Leaders (6), legislative members of South Sulawesi Province and in each "owner" area of Tempe Lake (4), as well as chairmen / group members community empowerment (3). In this study a focus group discussion (FGD) was also conducted with stakeholders who were members of the Tempe Lake Rescue Team. Similarly, a documentation study was carried out regarding the systems and procedures for public asset management, Tempe Lake. Data is processed and analyzed

descriptively-quantitatively (percentage) as a reference for discussion and conclusion of research results.

RESULT AND DISCUSSION

The results of the study show that the intensity of the application of the principles of public entrepreneurship at the level of the organization classified as "quite high / quite effective" is seen in the focus and level of analysis, namely: 1) decentralization of stakeholder authority; 2) Excellent service for clients or stakeholders as internal and external customers; 3) the application of price (value) market mechanisms to the public; 4) focus on value creation and the acquisition of money, profits, benefits or positive externalities; 5) minimization of the emergence of problems or costs, both economic and social costs; 6) orientation of activities based on vision-mission objectives, or directed by goals and not by rigid rules or procedures; 7) empowerment of citizens as a public element in re-actualizing collaborative partnerships between actors or stakeholders; 8) strengthening the spirit of "coopetition" or competition that results in cooperation; 9) catalyzing all sectors or stakeholder elements; and 10) measuring the performance of agents (institutions, individuals) that focus on output (output) and its impact, not on the input. Visualization of the results of these studies can be seen through the following spider curve.

Diagram 1. Application of the Principles of Public Entrepreneurship in the Management of Tempe Lake



The principles or perspectives of public entrepreneurship that are applied systematically in the management of Tempe Lake - from the highest to the lowest - are first, the performance of agents (ie the performance of actors or stakeholders

(individual, institutional). Actors involved in managing public assets show "Seriousness", because apart from being ratified as the "Tempe Lake Rescue Team", also at the time of the study carried out major floods in Soppeng Regency, Wajo Regency and Sidrap Regency which originated from eighteen rivers which led to Tempe Lake.

Second, the use of a price (value) market mechanism for the public in the management of Tempe Lake. The governance of Tempe Lake provides benefits to actors or stakeholders, both during the season / when the lake waters recede (dry) and during high tide, even floods. The informant's expression language was "a blessing behind suffering", because it turned out that a handful of people intentionally built a house on the lip of the lake so that it could easily catch fish, including catching pet fish that had escaped from the pond because of flooding (Observation and Interview, 2019). The blessing is to get the caught fish easily while the suffering in question is due to flooding.

Third, the management of Tempe Lake is decentralized and catalytic. The decentralized management pattern is given to each "owner" area of Tempe Lake, namely Wajo Regency, Soppeng Regency and Sidrap Regency. Continuous decentralization can also be seen in the membership of the Tempe lake rescue team that represents stakeholders (technical agencies / relevant regional apparatus organizations, Regency level government officials, districts, village). This condition also shows the catalytic nature of the management of the Tempe lake. According to the expert, the concept of a catalyst government gave the government a role to place the bureaucracy more as a regulator and controller than as a direct implementer (Osborne & Gaebler, 1992; Tat-Kei Ho, 2002).

Fourth, the management of Tempe Lake is explained by a vision to save public/state assets and be motivated by the spirit of competition that "co-opetition". The results of the interview stated that the ideal vision in managing Lake Tempe was: "The earth, water and natural resources contained therein are controlled by the State and are used for the greatest prosperity of the people." God is the source of life, so that "from human land originates, on the land of living humans and humans will return (die) to the land."

Fifth, the management of Tempe Lake is directed at empowering citizens to obtain income or benefits while minimizing the emergence of problems and economic or social costs. The socio-economic institution that accommodates community empowerment programs, although not yet optimally managed (interview results, 2019) in utilizing the public assets of Tempe Lake "tied" by the spirit of competition that led to cooperation. This behavior on the one hand is a reflection of the principle of *assijingngenge* (kinship), also on the other hand as a reflection of the principle of life: *Maradeka to Wajoe Ade'na napopuang* which means a person's actions as pride that is able to organize an identity built from the concept of Bugis identity.

Finally, the management of Tempe Lake is directed at providing excellent service to stakeholders or citizens as clients who have not been optimal. Not yet optimal service for clients is in line with the ineffectiveness of the coastal lake community empowerment program. The results of observations and interviews (2019) showed that fishermen's productivity was reduced, there were even fishermen who lost because of the presence of predatory fish (broom/*sapu-sapu* fish or *tokke* fish) that lived in Tempe Lake, especially because until now there was no right solution that was efficient and effective from the local government. Without denying this reality, there are several productive businesses that are directed by government institutions and socio-religious institutions, such as making cages for fish farming, making fishing gear for fishing or fishing, planting rice and vegetables in the dry season or when lake water recedes, and "salvation on the lake". In short, it appears that the application of the principle of public entrepreneurship and the principle of spiritual entrepreneurship based on the creativity and innovation of citizens in the management of public assets - Tempe Lake - through collaborative partnerships with actors in community empowerment programs.

The collaborative pattern of actors in the community empowerment forum reinforces the views of Naing, Santosa, & Soemarno (2009) regarding the local wisdom in the community economic system in Lake Tempe below. The economic system adopted by the Lake Tempe fishing community is a traditional economic system with a division of roles between husband and wife, namely the husband looking for fish on the lake and the wife selling it to the nearest traditional market. The fishing community has adopted this division of roles for generations. The role of women in the fishermen's economy initially only helped husbands in the dry season

planting a variety of vegetables on dried Lake Tempe. When Lake Tempe began to install, wives and daughters only settled in floating homes doing daily household activities such as cooking, washing and caring for children.

But along with the development of civilization and communication and the desire of women to improve the family's economic level, the rural women began to take a role in the economic field to help their husbands. The economic activities carried out are processing wet fish into dried fish above floating houses and once a week selling them to markets outside the area. As for wet fish, the fishermen sell it directly to collecting traders or deposit it to their wives for sale on the market.

In addition to processing and selling fish to the market, women in floating homes also carry out other economic activities on the water such as opening tools on floating houses, renting Rented houses for tourists who frequently visit Lake Tempe, also being traveling merchants from one house to another. The results are used to fulfill their daily needs, send their children to school and save to repair and replace floating bamboo rafts that experience weariness every year. According to Naing et al., (2009), furthermore, the involvement of women in economic processes on the water is traditional wisdom which is often found in several above-water settlements such as those living on the Musi River, Mahakam River and Barito River in Indonesia. Also in some water-based communities in Vietnam, Cambodia and Thailand. But the traditional uniqueness found in floating house communities in Lake Tempe is the courage of women to trade fish until outside the settlements and outside the area which is carried out in groups by traveling by boat then passing a fairly far road. Whereas people living on other water only carry out the trade process on the water inside their settlement area.

The description of local wisdom in the community economic system in Lake Tempe, Wajo Regency is by the results of observations and interviews (2019) that, the pattern of socio-economic life of fishing communities living on the water is still so today. Although it must also be acknowledged that there have been many concrete efforts and coaching carried out by local government officials, in this case the government of Wajo Regency, Soppeng Regency and Sidenreng Rappang / Sidrap Regency. Concrete efforts made are the existence of a kind of revitalization program of the functions and roles of Tempe Lake as a source of social life for the community.

The program is by Cahaya's view, Akib, Said, Mustari, & Yahyaddin (2019) regarding alternative solutions for improving the quality of the socio-cultural-religious life of fishing communities.

Cahaya et al., (2019) explained that, improving the quality of the socio-economic life of fishermen families which refers to a structural approach is carried out rationally based on modernization theory, in the form of education and training programs, providing access to business capital, accompanied by government facilities. At the same time, by referring to the cultural approach, the improvement of the socio-economic life of the fishing community is carried out by changing the pattern of thought, the pattern of remembrance and behavior so that the work ethic increases and is more productive.

According to informants and interviews (2018-2019) that improving the level of education among fishing communities, in addition to being able to increase competitiveness and productivity of work, it can also strengthen the dimensions of the rationality of attitudes and behavior in understanding & practicing the teachings of the adopted Islam. On the other hand, clarity of basic values and the value orientation of government policies to provide assistance and facilitation for productive economic activities of fishing communities can encourage efforts to increase their economic activities. The assistance in addition to providing guidance and providing technical facilities also shows the urgency of direct assistance which can ease the burden of financing his family's life, such as assistance with children's education costs, family health services, housing environment improvements, and so on. This is in line with the aspirations that they convey to improve the economic standard of living of their families, namely to expect assistance from the government, especially business assistance to increase their income in the form of capital assistance, production technical guidance, and marketing facilitation of their business products. Also, fishing communities expect government policies that can ease the burden of family expenses, including opportunities for their children to get education and family health services (Results of interviews with fishermen, 2019).

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According to Cahaya et al., (2019), that despite the attachment to cultural traditions and religious beliefs that are still quite influential on economic activities and the lives of fishing communities, their awareness of rational and technical matters to improve work productivity is quite strong. Conversely, the powerlessness of the dynamics of the economy is not in their favor, such as access to production inputs, capital, production technology, and information and product marketing networks, so some residents of the fishing community respond in surrender as conditions that are accepted as God's destiny. Thus, the socio-cultural-religious orientation that harmonizes the life of the community in harmony and peace causes strong and weak initiatives and creativity of the fishing community to rise and spur economic activities.

The local social-cultural factors of the Bugis community that blend with religious beliefs are still adhered to and function quite effectively as a reference for the attitude and behavior of the fishing community. According to experts, the cultural values and local wisdom adopted by the fishing community correspond to the value of "modern" as the basis for developing the principles and values of social entrepreneurship and public entrepreneurship. In other words, the socio-economic life of fishing communities in Lake Tempe that is "lived" as it is, is not just an embodiment of the demands of mere socio-economic life, but as a manifestation of a sense of moral



responsibility, service and "social worship" as individual beings and social beings, as well as God's creatures.

The findings of this study are by the opinions of experts (Dharma, 2009; Foss et al., 2008; Kirchheimer, 1989; Ostrom, 2005) that the success of managing public assets based on a public-entrepreneurship perspective is a manifestation of development efforts "entrepreneurial community" competency-based creativity and innovation. Therefore, it can be stated that the effectiveness of the implementation of the Tempe Lake rescue program through decentralization and catalyzing the management of public assets and the realization of good society governance depends on the capacity of the institution that accommodates and collaborative partnerships built according to the public-entrepreneurship perspective.

The application of the perspective of the theory of public entrepreneurship on all segments and levels (Klein et al., 2010) in managing Tempe Lake is seen through the rule of the game, namely ethical values, aesthetics, kinesthetics and work ethics based on the local cultural values of Bugis society: *resopa natinulu natemmangingngi, namalomo naletei pammase Dewata Seuwae* (only with hard work, diligent, and tenacious, gets the pleasure of Allah/God). Institutionally and structurally, there are national and regional regulations that are applied to realize good governance / GSG (Syam, Husain., Lamangida, T., Madubun, J., Norwawati, Akib, 2018). Furthermore, the concept of management of public resources is applied creatively in the form of a variety of productive businesses of local community members. Likewise, spillovers occur from personal actions to the public domain (individual competition becomes a "collaborative partnership") based on creativity and innovation in the form of economic transactions (Rubin, 1990) to proportionally use Tempe Lake land through an auction mechanism.

CONCLUSION

There are four levels of analysis applying the perspective and principles of public entrepreneurship in the context of actor or stakeholder behavior in managing public assets, Tempe Lake, namely rules based on local cultural values, socio-economic-religious institutions, creative-adaptive resource management and value creation or benefits for the public. These four levels of analysis are internalized in the application of the principle of public entrepreneurship at the level of organizations classified as

"quite high / quite effective" in terms of: decentralization of authority for stakeholders; excellent service for clients or stakeholders as internal and external customers; the application of a price (value) market mechanism to the public; focus on value creation and the acquisition of money, profits, benefits or positive externalities; minimizing the occurrence of problems or costs, both economic and social costs; orientation of activities based on the vision-mission objectives, or directed by goals and not by rigid rules or procedures; empowerment of citizens as a public element in realizing the partnership-collaborative pattern of actors or stakeholders; strengthening the spirit of "coopetition" or competition that results in cooperation; catalyzing all sectors or stakeholder elements; and measuring the performance of agents (institutions, individuals) that focus on output (output) and its impact, not on the input.

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