

SUPPORTING FACTORS OF IMPLEMENTING PUBLIC PRIVATE PARTNERSHIP IN PROVIDING INDUSTRIAL HUMAN RESOURCES

Irene Helvetikasari, Ismi D.A. Nurhaeni, Didik G. Suharto

Magister Program of Public Administration, Universitas Sebelas Maret Surakarta, Indonesia

ABSTRACT

The partnership between the government and the business sector (PPP) with certain objectives is one of the applications of the governance paradigm. In order to increase industrial productivity and contribution to the economy, the government is obliged to assist in the provision of skilled industrial workforce and in accordance with industrial needs. This study discusses the implementation of public private partnerships in the provision of competent and ready-to-work human resources. In particular, this study highlights the factors supporting the implementation of the partnership between AK Tekstil Solo and the textile industry partners. The research was carried out at the Surakarta Textile and Textile Product Industry Community Academy (AK Tekstil Solo) along with textile industry and textile product partners with qualitative methods. Data collection was carried out in two stages, first collecting initial data through documentation and observation. The next step is to deepen the statements and data carried out in-depth interview. Data analysis techniques use flow model analysis techniques by Miles and Huberman. The results show that the factors that support the partnership between AK Tekstil Solo and the textile industry partners are process factors, partner factors and structural factors. These factors support the implementation of partnership in order to realize competent human resources.

KEYWORDS: Public Private Partnership, industrial human resources, textile industry and textile products, supporting factors

INTRODUCTION

Good governance may be the most important factor in eradicating poverty and promoting development (United Nations University, 2002). Good governance is an ideal that becomes the basis of a vision in the administration of a country. Good governance can be defined as a synergic and constituent relationship between the state, the private sector and society (Dwiyanto, 2005).

The concept of governance has many meanings. According to Fukuyama (2013), governance is an ability of the government to make and enforce rules, and to provide services, regardless of whether the government is democratic or not. In this concept the government is still the only actor who plays a role. In contrast to Geiger (2009) which defines the meaning of governance as a standard of government behavior that is mixed with ideas from companies or business sectors related to the public and public policy. Governance can also be interpreted as the government's capacity to make policies (policy design) and implement them (implementation) and implement governance that also involves the establishment and maintenance of new relations between the state, civil society and

economic interests (Pierre and Peters, 2000; Marsh, 2002). Governance is a means by which an activity is controlled or directed by the government, society or organization, so as to provide a variety of acceptable results according to several established standards (Hirts, 2000; Canada, 2002). Dwiyanto (2005) states that current power is no longer merely a matter of government or better known as governance.

Partnership and collaboration with private institutions and civil society is one of the characteristics of governance. In governance, the state is no longer the only dominant actor in the administration of public affairs and public services. The state needs other parties in this case is the private sector to hold public services. Partnerships or partnerships are an important concept in the state administration paradigm, namely the governance paradigm.

One application of the governance paradigm is the emergence of a partnership relationship. One of them is a partnership between the government and the business sector with specific objectives. This partnership is often known as public private partnership (PPP). PPP becomes a choice of partnerships to form and develop equal and mutually beneficial long-term relationships between government and business by eliminating dominance. With the existence of PPP, the government can fulfil public needs such as infrastructure development, research development, health services, and education. While for the business sector can increase profits, share growth, increase human resource capabilities.

Research on public private partnership (PPP) occurs in various parts of the world, one of which is done by Alinaitwe & Ayesiga (2013) regarding the factors that influence the implementation of PPP in the construction sector, namely focusing attention and optimizing the use of resources when problems arise, stakeholders can prioritize handling problems, accurate information is also important in implementing PPP. Verger (2016) also discussed PPP related to infrastructure. In the study, they discussed education infrastructure, partnership between industries and education, multi-stakeholder partnerships and PPPs for delivering core school services. PPP is one of the solutions for projects to meet educational infrastructure needs. Islam, et al. (2012) discussed the system of private public partnerships in education in Pakistan and Bangladesh. The analysis was carried out by looking at the impact of PPP on aspects of spending on education, school enrolment, student-teacher and teacher trained ratios, literacy and numeracy rates of student DO. Bangladesh seems to have relatively better success with PPP experiments than Pakistan. Some researchers explain that the PPP system implemented in several countries has had a good impact, although some problems still arise, but can be overcome by optimizing the use of resources when problems arise, stakeholders can prioritize handling problems. The PPP system that is widely applied in various countries is to finance infrastructure projects. The government partners with the private sector so that infrastructure projects for the public interest can be assisted by the private sector. Infrastructure projects for the public interest are expensive and large financial allocations, human resources and material resources are needed so that partnerships and assistance from the private sector are needed. However, the PPP

system is not only done to meet funding needs and is related to physical development only. According to Woldetsadik (2015), PPP in the field of education is needed in the field of education as a system that is one of the solutions for vocational education. It is true that the implementation of TVET is expensive and requires a large financial allocation, human resources and material resources. This seems to be a burden and the government is asking the private sector to provide assistance. As a result, cooperation needs to be carried out so that partnerships between the government and the private sector arise, but various problems arise, namely PPP arrangements are not well organized, industrial supervision of apprentice students is lacking and think supervision is carried out by the government, industry does not sign the MoU. According to Ullah (2017), the existence of a PPP system that has regulated the duties and responsibilities of each actor can increasingly focus on the operational specs and the sustainability of the program.

Some experts argue that the PPP phenomenon has become a new form of government (Osborne, 2000). Many governments around the world are becoming more and more dependent on private actors for the implementation of public policies. However, this means that the government needs cooperation from various actors (Teisman and Klijn, 2002). In this case, PPP can be seen as a cooperative institutional arrangement between public and private sector actors (Hodge and Greve, 2007). PPP can also handle policies, projects, and public services that experience complicated problems that must be faced. This is because PPP involves joint development and risk sharing among partners. Some countries have implemented PPP to meet public needs. In the United Kingdom, communities of various organizations and industry associations engage in partnerships and interact with each other with the aim of transferring technology, science in order to increase industrial competitiveness. In Russia, partnerships occur between the government and private businesses. The existence of disparities in funding has resulted in education programs running slowly and not going in the right direction, so it is necessary to establish effective direct relationships between educational organizations and professional businesses to be able to help graduates enter the labour market.

At present what is happening in Indonesia is the influx of unstoppable globalization along with the development of increasingly sophisticated technology, which will have an impact on the growth and development of the industrial sector. The application of these advanced technologies spurred economic development into the era of industrialization. the industrial sector as a productive sector producing high added value must be able to function as a driving force for economic growth which also forms a competitive advantage.

Indonesia's industrial sector is currently still the biggest contributor to Indonesia's economic growth. How not, the Ministry of Industry stated that the industrial sector in the third quarter of 2017 was at 5.51% or above Indonesia's economic growth which was at 5.01%. Industrial contribution to Indonesia's GDP is equal to 22% far above developed countries such as the United States, which is only 12% and also Great Britain by 10%. Currently the role of the industrial sector in Indonesia is as

the leading sector in the movement of economic growth. So that the industrial sector requires quality human resources in order to compete with the international industrial world.

Human Resources are part of an advance in science, development, and technology. Therefore, in the current era where technology and civilization are very advanced, competent human resources demand high morale and discipline in carrying out their roles and functions both for individuals and organizational goals (Prihantoro, 2012: 78). The HR development model must be oriented to demand driven or based on labour market needs. In addition to the demands of office or job, human resource development is also carried out because it follows the times and technological advancements that are increasing day by day.

With the start of the implementation of the ASEAN Economic Community (MEA), many skilled workers in the industrial sector are competing to enter the markets of other countries. The result of the implementation of MEA is that the industrial sector workforce will experience an increase to 17.8 million in 2019 and an increase of 600 thousand annually. In addition, as a result of the implementation of the MEA, it was the invasion of foreign workers (TKA) to Indonesia. Currently foreign workers from China are flooding the industrial market in Indonesia. About 3,121 new foreign workers from China are currently in Indonesia looking for livelihoods and will certainly erode most of the opportunities for native Indonesian workers.

This has a negative impact on the economy in Indonesia, moreover based on the National Labour Force Survey (Sarkemas) data conducted by the Central Bureau of Statistics (BPS) in February 2017 showing that the composition of employment forces in Indonesia is still dominated by elementary school level workers down 44.54% of the total workforce in Indonesia. . While for the highest open unemployment rate according to education level, there is still a lot of domination by the workforce with a secondary school education level of 7.94% (BPS, 2017). This shows that there is an excessive supply of labor, especially at the secondary school level. Currently available manpower is still mostly dominated by unskilled laborers and does not yet have competencies that are in accordance with current industrial needs. Therefore, the role of formal and non-formal education in creating quality human resources is very necessary.

In order to implement Presidential Regulation No. 45 of 2016 concerning Government Work Plans for 2017, the Ministry of Industry implements several priority programs. One of the priority programs of the Ministry of Industry is increasing industrial competitiveness and productivity through the development and development of industrial human resources. The Ministry of Industry places education as one of the elaboration of work plans in 2017 by conducting vocational education based on specification and competency. In accordance with Government Regulation of the Republic of Indonesia Number 41 of 2015 concerning the Development of Industrial Resources, the development of industrial human resources is a priority program implemented by the Ministry of Industry because national industrial development must be supported by industrial labor. One of the

many industrial workforce that is currently needed is industrial labour in the textile and textile products (TPT) sector. The textile and textile products (TPT) industry is one of the mainstay and priority industry sectors, as well as being the driving force of national economic development.

It is expected that the national TPT industry is currently challenged to be able to continue to improve competitiveness and optimize its existence in the international market especially in recent years as new textile industry countries have emerged, especially in Southeast Asia. The growth of the national textile industry GDP experienced ups and downs every year, in 2012-2013 the textile industry's GDP rose from 6.04% to 6.58% while starting from 2013-2016 it experienced a drastic decline and in 2017 it has grown to 3, 76%. The textile industry GDP growth rate in 2017 is a fairly significant growth figure when viewed from annual growth. . The TPT industry sector is expected to continue to strengthen because the textile industry is a labour-intensive industry that absorbs many workers. The TPT industry absorbs around 2.79 million workers and is able to meet 70% of the domestic clothing needs (Ministry of Industry, 2015). Based on the conditions of the TPT industry, increasing competitiveness is a key word that must be considered so that the national textile industry can increase its existence both in the domestic and international markets. One of the obstacles to increasing industrial competitiveness and productivity is labour that has not been certified according to their expertise, which can hinder development and productivity in the textile industry sector. As one form of mental revolution implementation of the government through the Ministry of Industry, it encourages the improvement of the ability of human resources (HR) both through training to provide ready-to-use labour force and improve HR capabilities in the textile industry.

The capacity improvement of the textile industry human resources can be through higher education to meet the textile experts or supervisory level workers and above. To provide adequate textile education, it is necessary to provide equipment in accordance with the conditions in the industry.

Industrial parties with adequate equipment and users of textile education graduates generally object when the equipment / machinery used for production is also used as a tool of practice, because it is perceived to interfere with the course of production activities. So that an educational institution is needed that can accommodate the creation of competent industrial workforce so that labour needs can be met, and can reduce unemployment. So that through the Ministry of Industry, the government established a high-vocational university that would produce my source of human beings who were ready to use and competent in the field of textiles and textile products. The Ministry of Industry established the Surakarta Textile and Textile Product Industry Community Academy (AK Tekstil Solo).

AK Tekstil Solo does not only make memoranda of understanding with the Surakarta City Government, but also makes a memorandum of understanding (MOU) with partners in the textile industry and textile products. In 2015, at the beginning of its establishment AK Tekstil Solo signed a memorandum of understanding with 8 industry partners namely, PT Sri Rejeki Isman, Tbk., PT Pan Brothers, Tbk., PT Dan Liris, PT Kusumahadi Santosa, PT Bintang Asahi Tekstil Industri, PT

Sekarlina Pratama, PT Kosoema Nanda Putra, PT Sinar Surya Indah Lestari. One of the differences between AK Textile Solo and other high vocational universities is the teaching and learning process that links and matches with industry, this is one of the reasons AK Textile partnered with the private sector, namely the textile and textile products industry, known as public private partnership , because students are conditioned to be able to practice production in the textile industry and textile products. This study will discuss the factors supporting the implementation of public private partnerships in the provision of competent and ready-to-work human resources. In particular, this research will highlight partnerships between AK Tekstil Solo and textile industry partners through process factors, partner factors and structural factors. It is hoped that the findings can provide insight for the government and industry regarding the relationship between government and the industrial sector in the development of human resources through vocational education, as well as the roles of each actor in it. The main thrust of the research is that there is a gap in the skills of the textile industry and textile products so that industrial productivity becomes less enthusiastic, this can be minimized if government and industry relations in the field of vocational education can be improved. The government can facilitate education and industry funding to get incentives in the form of skilled workers ready to use and incentives for silver experts from industries.

RESEARCH METHOD

This study uses descriptive qualitative research methods that describe, interpret and analyze existing data. The research is located in the Surakarta Textile and Textile Product Industry Community Academy (AK Tekstil Solo) and partners in the textile and textile products industry. AK Tekstil Solo and partners of the textile and textile products industry were chosen by researchers because AK Tekstil Solo is a newly established vocational education unit and is the result of a partnership with the textile and textile products industry, Surakarta City Government. In particular, the focus of this research is on the supporting factors for implementing public private partnerships which will be analyzed by process factors, partner factors and structural factors (see matrix 1). Based on these three factors, researchers want to see this factor support the implementation of public private partnership at the Surakarta Textile and Textile Product Industry Community Academy (AK Tekstil Solo) and the textile and textile product industry partners.

Research and data collection began on August 27, 2018 - September 10 2018. Data collection was carried out in two stages. The first stage is collecting data from print media (newspapers, magazines) and online media (websites, online newspapers). These data are used as secondary data which is used as an amplifier of the argument of the researcher. Furthermore, the primary data is obtained directly from the informants (key person) using a purposive sampling technique. Interviews were conducted with directors, members of the collaboration team, external relations and promotions at the Surakarta Textile and Textile Product Industry Community Academy (AK Tekstil Solo). Interviews were also conducted on four people from the HRD / staffing section of the textile industry and textile product partners. Interviews were conducted to analyze and discuss the process of interaction that occurs between partner organizations, explaining the reasons why a partnership must be established and the

objectives to be achieved. In addition to knowing also the resources that play a role in the partnership and the commitment of each partner party. The data validity used is source triangulation and method triangulation. Source triangulation is done by matching the consistency of the answers to the same questions from different sources. While the triangulation method is carried out by matching the results of data collection based on the same research methods (Moleong, 2009).

The analysis used in this study is an interactive data analysis model presented by Miles and Huberman. The analysis is used. To obtain information that can answer questions and research objectives. Miles and Huberman's (2009) interactive model is carried out through 3 stages, namely data reduction, data presentation, and conclusion / data verification.

RESULT AND DISCUSSION

In 2014, Indonesia ranked 10th in the world economy, Indonesia has the opportunity to rank 7th in 2030 if productivity of human resources continues to be increased. In 2016, Indonesia has only 55 million skilled workers, 58 million are still needed until 2030 (Mckissey, 2012). So that synergy between the government and the private sector is needed in building a better education system.

The concept of partnership in the context of the implementation of educational services is essentially a process of public service which becomes a "joint task". As a consequence of this, the bureaucracy needs to incorporate new values in the management of public services that are based on the pattern of employment relations between government, private and community organizations. It is expected that these elements can perform roles and functions as a responsibility so as to create a "synergy". Synergy or cooperation between government and the private sector and the community must be a new paradigm.

The emergence of AK Tekstil Solo as a vocational education unit established by the Ministry of Industry, can help the textile industry sector in responding to market needs which increasingly require skilled and ready-to-work workers. The implementation of education carried out at AK Tekstil Solo requires partnerships with the textile industry and textile products. Actors who are partners with each other are expected to work together to achieve mutually agreed objectives. In this case, AK Tekstil Solo and partners of the textile and textile products industry have jointly carried out partnerships to produce skilled and competent industrial human resources.

The establishment of AK Tekstil Solo was not only carried out by the Ministry of Industry, but there were also contributions from the textile industry and textile products in the Solo Raya area. One reason for the Ministry of Industry to collaborate with the textile and textile products industry is the absorption of industrial human resources produced through education in AK Tekstil Solo. The implementation of education in AK Tekstil Solo requires partnerships with textile and textile product industry partners because of the lack of experienced teachers in the textile and textile products sector, resulting in AK Textile Solo needing the support of teaching staff by AK Tekstil Solo, still very

experienced from the industrial world. One of the activities in the teaching and learning process is industrial practice activities. The activity requires the textile industry and textile products as the location of industrial practice and as a place for practical learning activities, so that students have experience and go directly to production activities. In addition, the machines currently available in the AK Tekstil Solo workshop, in some parts have not been integrated and are not in accordance with those in the actual production process in the industry, requiring the support and assistance of partners in the textile and textile products industry.

A partnership relationship will be successful, supported by several supporting factors such as process factors, partner factors and structural factors (Yusuf, Wallace and Hackbart; 2006). In the process factors that must be considered by the government in implementing public private partnership policies, among others, in formulating objectives and clearly identifying public private partnership needs. This includes identifying the target population served from the program, the partnership approach, the roles and responsibilities of the government and the private sector. Besides strong institutional support, especially those from the leadership, there is ongoing leadership and ongoing commitment. Knowing and understanding the target population or group to be served from the partnership is one aspect that supports the implementation of the partnership. According to Philips ELAnsori (2001) states that knowing the scope of a partnership is an important thing that becomes a factor supporting the success of a partnership. Because by knowing the scope of the partnership, the implementing partners can be identified as having understood and understood the objectives to be achieved. The target population to be served in the implementation of partnerships is the textile and textile products industry as well as the solo community in particular and soloraya in general. Support of higher-ranking institutions such as the Ministry of Research, Technology and Higher Education is evidenced by the issuance of AK Textiles Solo number 5919 / E.E2.1 / KL / 2015 and the emergence of cooperation agreements between the Ministry of Industry and the Ministry of Research, Technology and Higher Education. Cooperation agreement with number 11a / DJKIPT / VII / 2015; number 407 / SJ-IND / 7/2015 discusses the establishment and development of AK Textile Solo. In addition to support from other institutions that have a higher position, the support of the top management of each partner of the textile industry is also very influential on the implementation of the partnership. Support from top management was delivered by all AK Textile Solo industry partners. There are other aspects that influence the process factor, among others, related to ongoing commitment. Various ways are done so that good relations will remain intertwined and automatically commitments will be realized until the partnership period ends. The partners involved in public private partnerships that occur between AK-Tekstil Solo, Surakarta City Government, Textile and Textile Product Partners have strong and high commitments, this is indicated by the full support of the Solo City Government and TPT industrial partners. The Surakarta City Government showed a high commitment by delegating several matters related to the Solo AK-Tekstil to the Solo Technopark.

Partner factors are related to how to choose the right partners and build working relationships with these partners. Building working relationships with partners involved in relation to the existence of control and authority from the government towards its partners. With the agreement between the government and the private sector on the important objectives to be achieved from the partnership, it includes goals related to the interests of the community. Therefore the adoption of the public private partnership model requires a strong commitment between the government and the private sector to maintain the sustainability of these relationships. In implementing the public private partnership model, aspects included in structural factors are clear roles and responsibilities of the parties involved. Clarity of the roles and responsibilities of the partners is that collaboration between the government and the private sector can run efficiently and provide a clear framework for implementing and assessing all activities carried out in the partnership model. Industry partners also believe that AK-Tekstil Solo is the right partner to provide a supply of competent human resources. If AK-Tekstil Solo is not right in choosing industry partners, it will have an impact on the hampering the industry practice process and work placement. This can lead to the risk of failure in realizing competent human resources, because the inhibition of the learning process faced by students can result in students being hampered also in the absorption of material and increasing competence. The selection of industry partners also affects not only the learning process, but also during work placements. Partner factors can be a factor that can influence the success of PPP implementation. If in the selection of partners there are suitable partner qualifications, the possibility of the partnership can run smoothly. Based on the cases faced by AK-Tekstil Solo who felt they had chosen the right industry partner, but amid the partnership partnership the company went bankrupt, it was necessary to clarify the company's need for labour and the condition of the company when receiving prospective workers and for the next few years.

In implementing the public private partnership model, the aspects involved in roles and responsibilities are involved. Clarity of roles and responsibilities can be run efficiently and provide a clear framework for implementing and assessing all activities carried out in the partnership model. Matters relating to duties and responsibilities should be conveyed to the middle management to the level of staff, because to support the implementation of competent HR development, it needs to be supported by all levels of management. Support and commitment are not only given by top management, because what helps the teaching and learning process in practice is the employees in the production department and the staff. So that the risk of failure to implement a partnership can occur. Research on the field of textiles and textile products is awaited by industry partners. This is because the industry's need for new innovations that can be applied to production activities is very lacking. However, until now it has not been implemented. Research and innovation in the field of textiles and textile products have not been implemented by AK-Tekstil Solo. Likewise with the responsibility of organizing the teaching factory. The activities of the teaching factory or factory in the school / academy have not been implemented. Even though teaching factory managers have been formed, these activities have not yet been carried out. Teaching factory activities are activities that can stimulate students as prospective workers to practice like working according to client orders.

Even though this has been done in practical industrial activities, habituation is still needed. This habit can be fostered through the activities of the teaching factory.

CONCLUSION

This was done because the implementation of PPP in the development of industrial human resources competent will enter its fifth year. In accordance with the agreement stated in the MOU, partnership has been established for five years and will be renewed every five years. This study aims to describe the implementation of public private partnerships that are established between several parties so that they can be replicated by community academies and other local governments. from the results of the study indicate that the partner factors and process factors that most influence the success of the implementation of PPP in the development of industrial human resources are competent. This is because the selection of partners is the most crucial stage, because if you choose a partner who is wrong and does not support the goal, then the achievement of goals will not run well. While process factors and structural factors will influence if the selection of partners is correct. The selection of partners conducted by AK-Tekstil Solo is appropriate, so that process factors and structural factors also influence the implementation of partnerships.

REFERENCE

- Alinaitwe, Henry and Robert Ayesiga. "Success Factors for the Implementation of Public–Private Partnerships in the Construction Industry in Uganda". *Journal of Construction in Developing Countries*, 18(2), 1–14, 2013 Penerbit Universiti Sains Malaysia.
- Anderson, Wineaster & Sanga, John J. 2018. *Academia–Industry Partnerships for Hospitality and Tourism Education in Tanzania*. *Journal of Hospitality & Tourism Education*, DOI: 10.1080/10963758.2018.1480959
- Barney, J. 1991. *Firm Resources and Sustained Competitive Advantage*. *Journal of Management* Vol 17
- BKPM: *Industri Tekstil Jadi Andalan Penyerapan Tenaga Kerja*. 2015. Septian Deny. <https://www.liputan6.com/bisnis/read/2340688/bkpm-industri-tekstil-jadi-andalan-penyerapan-tenaga-kerja>. Accessed 1 Agustus 2018
- Cas. 2018. *Peluang Tekstil Terbuka*. *Kompas*. 7 April 2018. Hal 17.
- Concern Worldwide. 2004a. *Partnership Guidance Note 1: Partnership with Civil Society*. Dublin: Concern Worldwide.
- Dwiyanto, Agus. 2005. *Mewujudkan Good Governace Melalui Pelayanan Public*. Yogyakarta: UGM Press.
- Dwiyanto, Agus. 2010. *Manajemen Pelayanan Publik : Peduli, Inklusif, dan Kolaboratif*. UGM Press, Yogyakarta.
- Fakta-Fakta Serbuan TKA China di Morowali. 2018. Danang Sugianto. <https://finance.detik.com/berita-ekonomi-bisnis/d-4155404/fakta-fakta-serbuan-tka-china-di-morowali/2>. Accessed September 6, 2018

- Fahy, J. 2000. The Resource-Based View of the Firm: Some Stumbling-Blocks on the Road to Understanding Sustainable Competitive Advantage. *Journal of European Industrial Training*, Vol. 24
- Fukuyama, Francis . 2013. "What Is Governance?." CGD Working Paper 314. Washington, DC: Center for Global Development. <http://www.cgdev.org/content/publications/detail/1426906>. Accessed 8 Agustus, 2018
- Gondinet, A. & Gouchon, J. 2014. *Public Private Partnerships in Vocational Training: Taking Stock of AFD's Experience and Strategic Recommendations*. Paris: Agence Française de Développement (AFD).
- Hay, Stephen & Kapitzke, Cushla .2009. Industry school partnerships: reconstituting spaces of educational governance. *Globalisation, Societies and Education*, Vol 7 No 2, DOI: 10.1080/14767720902908109
- Hirst, Paul, "Democracy and Governance" in Pierre, Jon (ed.).2000. *Debating Governance: Authority, Steering, and Democracy*. Canada: Oxford University Press
- Industri Tekstil dan Alas Kaki Ditargetkan Naik 6,3 Persen.2016. <http://www.kemenperin.go.id/artikel/14989/Industri-Tekstil-dan-Alas-Kaki-Ditargetkan-Naik-6,3-Persen> ; Accessed 30 September 2017.
- Islam, Md. Saiful, Md. Harun-Ar-Rashid and Kalsoom Fatima. "Public private partnership in Education: Experience of Pakistan and Bangladesh". *Rajagiri Journal of Social Development* 2012 Volume 4, PP.32-48
- Verger, Antoni and Mauro Moschetti. 2016. Public-private partnerships in education: exploring different models and policy options. *Makalah. Dalam: Open society foundations New York di Universitas Autònoma de Barcelona*, 27-28 Juni.
- Iyer, Easwar .2003. *Theory of Alliances: Partnership and Partner Characteristics*. *Journal of Nonprofit Public Sector Marketing* Vol.11 No.1
- Kemenperin Fokus Kembangkan SDM Industri. Anita. 2017. <http://www.kemenperin.go.id/artikel/15902/Kemenperin-Fokus-Kembangkan-SDM-Industri>. Accessed 9 Agustus, 2018
- Marsh, I. 2002. *Governance in Australia: emerging issues and choices*. *Australian Journal of Public Administration*, Vol. 61, No. 2
- Mckissey, 2012. *Research Report. The State of Human Capital Meleset Dari Target, Pertumbuhan Ekonomi 2017 Hanya 5,07% Industri Kekurangan SDM Terampil*. *Koran Sindo*.2017. <http://www.kemenperin.go.id/artikel/10341/Industri-Kekurangan-SDM-Terampil> Accessed September 1, 2018
- Miles, M. B., & Huberman, A. M. 2009. *Analisis Data Kualitatif*. Jakarta: UI Press
- World Bank, Asian Development Bank and Inter-American Development Bank. (2014). *Public-Private Partnership Reference Guide Version 2.0*. Washington: The World Bank Publications
- Mohr, Jakki and Spekman, Robert. 1994. Characteristics of Partnership Success: Partnership Attributes, Communication Behavior, and Conflict Resolution Techniques *Strategic Management Journal*, Vol. 15, No. 2 (February)
- Moleong, L. J. 2013. *Metode Penelitian Kualitatif (Edisi Revisi)*. Bandung: Remaja Rosdakarya.

- Morgan, R.M. and S.D. Hunt. 1994. The Commitment-Trust Theory of Relationship Marketing. *Journal of Marketing* No 58 (July)
- Mowday, R. T., Steers, R.M. & Porter, L. W.1979.The measurement of organizational commitment.*Journal of Vocational Behaviour*, Vol. 14
- Osborne, S. P. 2000. *Public–Private Partnerships: Theory and Practice in International Perspective*. London: Routledge.
- O'Sullivan, Moire.2010.Is this a partnership or a relationship? *Concern Worldwide maps the difference. Development in Practice* Vol 20 No 6,
- Pierre, J. and Peters, B.G. 2000. *Governance, Politics and the State*.St. New York:Martin’s Press
- Prihantoro, Agung. 2012. *Peningkatan Kinerja Sumber Daya Manusia melalui Motivasi, Disiplin, Lingkungan Kerja, dan Komitmen (Studi Kasus Madrasah di Lingkungan Yayasan Salafiyah, Kajen, Margoyoso, Pati)*, STIE Agama Islam Mathali’ul Falah.
- Sektor Industri Menjadi Kontributor Terbesar PDB Nasional. Dadang S. 2018. <https://beritabuana.co/2018/02/09/sektor-industri-menjadi-kontributor-terbesar-pdb-nasional/>. Accessed September 6, 2018
- Tang, L.Y.N., Shen, Q.P., Skitmore, M., Cheng, E.W.L.2013. Ranked critical factors in PPP briefings. *J. Manag. Eng.* Vol. 29 No. 2 (March)
- Teisman, G. R., and E. H. Klijn. 2002. Partnership Arrangements: Governmental Rhetoric or Governance Scheme. *Public Administration Review* Vol. 2 No. 62
- Uhlik, Kim S. 2007. *Toward A Theory Of Partnership As Context For A Theory Of Leisure*. *Proceedings of the Northeastern Recreation Research Symposium*
- Ullah, Fahim & Muhammad Jamaluddin Thaheem. “Concession period of public private partnership projects: industry–academia gap analysis”. *International Journal of Construction Management* 2017 PP 1-12
- United Nations University. 2002. *Policy Notes. World Governance Assessment (WGA)*. <http://archive.unu.edu/p&g/wga/index.html>. Accessed September 6, 2018
- Vertakova, Julia and Vladimir Plotnikov.2014. *Public-Private Partnerships and the Specifics of Their Implementation in Vocational Education*. *Procedia Economics and Finance* Vol. 16
- Vieira, Guilherme Bergmann Borges; Neto ,Francisco José Kliemann & Amaral, Fernando Gonçalves.2014.*Governance, Governance Models and Port Performance: A Systematic Review*. *Transport Reviews: A Transnational Transdisciplinary Journal* Vol 34 No. 5
- Wang, Huanming ; Xiong, Wei;Wu, Guangdong & Zhu, Dajian. 2017. *Public–private partnership in Public Administration discipline: a literature review*. *Public Management Review* Vol 2
- Wernerfelt, B. 1984. *A Resource-Based View of the Firm*. *Strategic Management Journal* Vol 5
- Woldetsadik, Demessew Alemu and Mutendwahothe Walter Lumadi. “Missing Link: Partnership of Technical Vocational Education and Training (TVET) Colleges and Industries in Addis Ababa”. *J Economics*, 2015, 6(1)PP : 74-78.
- Ysa, Tamyko .2007. *Governance Forms in Urban Public-Private Partnerships*. *International Public Management Journal* Vol. 10 No.1, DOI: 10.1080/10967490601185724

- Yusuf, J.E, Wallace, C. Y., and Merl, H. (2006). Privitizing Transportation Throught Public – Private Partenership: definition, Model and Issues. Kentucky: University of Kentucky.
- Yusuf, M. A. (2014). Metode Penelitian: Kuantitatif, Kualitatif dan Penelitian Gabungan. Jakarta: Prenada Media Group.
- Zhang, Hang., Chan, Albert P.C., Feng, Yingbin, Duan, Hongxia, Ke Yongjian., 2016. International Journal of Project Management 34 (2016) 597–612