

## **Collective Leadership in Co-Production Process in Response to Covid-19 in Surabaya: The Case of Kampung Tangguh Jogo Suroboyo**

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### **ABSTRACT**

The global COVID-19 pandemic has forced the world's leaders to find the proper steps to respond. One of the ways to be taken is by collaborating and increasing public participation at large, including through the idea of co-production. However, this idea requires the participation of leaders with various styles and characteristics for the collaboration process to be successful. One of the cities that responded to the pandemic by mobilizing leaders from the mayor to the RT/RW level was the city of Surabaya. This collaborative effort between residents and the government in responding to the COVID-19 pandemic is summarized in the Tangguh Jogo Suroboyo Village program. This research uses a qualitative method with a case study approach. The co-production process through the Kampung Tangguh Jogo Suroboyo program took place thanks to the encouragement of leaders at the grassroots level, including rt/rw. The RT/RW are central actors in mobilizing residents to survive amid a pandemic. The leadership characteristic shown at the grassroots level is collective leadership. This collective leadership has existed since the beginning of the establishment of Tangguh Village. The characteristics of collective leadership are inseparable from the values that exist in society, namely the spirit of “gotong royong.” In addition, collective leadership can better gather community solidarity amid a pandemic because of its informal nature, flexibility, and more accessible and faster coordination.

**Keywords:** collective leadership, co-production, covid-19

### **INTRODUCTION**

This article explains the role of collective leadership in the co-production process when responding to COVID-19 in Surabaya through the Kampung Tangguh program. The spread of COVID-19 has ravaged the life of the public sector in various regions. Various sectors are affected by this pandemic, such as the health, economic, social, and cultural aspects (Shu & Wang, 2021; Yoosefi Lebni et al., 2021). The Covid-19 problem that strikes in various sectors requires the government to act as the party with authority. Many variables contribute to driving success in responding to COVID-19, one of which is the presence of a central role in leadership values.

Good leadership practices have been proven to minimize the effects of a pandemic because of their role in consistently communicating and providing information, building solidarity, and trying to facilitate all the needs of citizens as a result of the pandemic (Nguyen et al., 2022; Wilson, 2020). In addition, leadership also encourages increased public trust so that efforts to take anticipatory steps become easier (Wilson, 2020). In addition, leaders usually encourage multi-actor collaboration to facilitate performance and increase the number of human resources in responding to a pandemic (Phillips et al., 2022).

The practice of leadership in responding to COVID-19 has various styles according to the individual figure of the leader to the situational aspect (Balasubramanian & Fernandes, 2022). The leadership style that emerges in response to a pandemic can be in the form of decisive leadership. There are several features of decisive leadership, such as the context of rapid response, good coordination, collaboration, and data use in responding to COVID-19 (Gostin et al., 2020). In addition, to respond to the harmful effects of COVID-19, compassionate leadership has also emerged that seeks to reduce worker stress levels, low productivity, and worker absenteeism (Oruh et al., 2021). On the other hand, personal strategy leadership emphasizes efforts to get out of the crisis due to the pandemic (Rameshan, 2022).

When responding to the pandemic, these leaders are trying to build collaboration with various parties. The collaboration carried out by the leaders seeks to encourage the action of various parties, including the community (Shu & Wang, 2021). Collaboration between actors in responding to the pandemic consists of various actors ranging from countries to communities at the grassroots level (Jit et al., 2021; Schaye et al., 2020). One form of collaboration that is present during a pandemic with an increasing level of participation is the co-production scheme (Marten et al., 2021). The co-production process carried out in response to the pandemic is carried out in the public health sector to efforts to encourage residents to stay at home during the pandemic (Bonciani et al., 2022; Pestoff & Saito, 2021; Zhao & Wu, 2020). Co-production is present in responding to the pandemic by involving multi-actor such as citizens, regional governments, and civil society in communities (Arhas et al., 2022; Miao et al., 2021; Takdir et al., 2021). If the implementation is not well prepared, co-production in dealing with the risk of a pandemic can also fail (Polzer & Gomcharenko, 2022).

The development of co-production studies in responding to the pandemic has yet to be seen, which further examines the role of leadership. In the study described above, leadership contributes to success in every process to respond to COVID-19. This study takes a case in implementing co-creation in responding to COVID-19 in Surabaya. Empirically, the city of Surabaya was the city that had occupied the most significant number of active COVID-19 cases in Indonesia at the beginning of COVID-19 in 2020, with 10,800 cases (Hartanto, 2020). Then over time, the Surabaya city government proved to survive and escape the onslaught of covid-19 (Amirullah, 2022). One of the contributions to Surabaya's survival is through their primary program, namely Kampung Tangguh Jogo Surboyo, which from time to time becomes the frontline when COVID-19 cases in Surabaya rise (Hakim, 2021).

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## METHOD

The type of research used in this study is a qualitative research method. According to Creswell (Creswell, 2014), the purpose of using qualitative research methods contains various information about the studied social phenomena, research informants, and research locations. In addition, it can use to understand social interactions, for example, qualitative research using interviews and in-depth observations to find clear patterns. By observing again that the purpose of this study is to describe the object qualitatively and not to measure the variables, this study uses a descriptive qualitative research method. Descriptive research type provides a detailed and very accurate picture, finds new data that contradicts old data, creates a series of categories or

classifies types, explains a series of stages or steps, documents a causal process or mechanism, reports the background or context of a situation (Djamba & Neuman, 2002).

This research has an interpretive paradigm, which aims to increase understanding of a phenomenon in a specific and meaningful social context. The interpretive paradigm is one type of theoretical explanation that describes the causes and operations of a phenomenon in social construction and individual judgment (Djamba & Neuman, 2002). The research location is in Tangguh Jogo Village, Suroboyo. Conducted this research from June to August 2022, located in several locations in Kampung Tangguh Jogo Suroboyo, namely:

1. Tangguh Village, Jogo Suroboyo, Mojo Village, RW 5
2. Tangguh Jogo Suroboyo Village, Mojo Village RW 6
3. Tangguh Jogo Suroboyo Village, Airlangga Village RW 5
4. Tangguh Jogo Suroboyo Village, Airlangga Village, RT 6
5. Jogo Suroboyo Tangguh Village, Kedungdoro Village RW 2
6. Tangguh Jogo Suroboyo Village, Kedungdoro Village RW 1
7. Tangguh Jogo Suroboyo Village, Ngagel Village, RW 1
8. Tangguh Jogo Suroboyo Village, Mojo Village
9. Kampung Tangguh Jogo Suroboyo, Airlangga Village
10. Tangguh Jogo Suroboyo Village, Tenggilis Mejoyo Village
11. Tangguh Jogo Suroboyo Village, Gayungan District

In qualitative research, determining the research focus will be ensured when the researcher is already in the research location or field. The research method in this study is a qualitative method on an interpretive paradigm, so to answer the existing research problem formulation, effectiveness in the analysis process is needed, supported by the availability of data that has strong relevance to the research problem. In this study, the researcher will collect and present some data that is considered relevant to be able to answer the formulation of the research problem.

Informants or data sources in this study are parties who are actively involved in the "Kampung Tangguh Jogo Suboboyo" program through the concept of co-creation. The criteria for informants who will be used as sources of extracting data and information in this study are informants whom the researcher believes can provide information that is by the substance of the research in answering the formulation of the research problem, which the researcher chooses based on the criteria of a key informant, namely: individuals who master the problem, have adequate data and are willing to provide complete and accurate information (Sugiyono, 2017).

The informants in this study used the Purposefully Select technique through deliberate and complete planning. This type is commonly used in exploratory research or field research. Purposefully selected is used in selecting research informants because it uses specific considerations. The Purposefully Select informant selection technique uses the judgment of an expert in a case or selects a case with a specific purpose in mind (Djamba & Neuman, 2002). This means that the technique of determining informants is considered first and not randomized so that the determination of informants is determined according to criteria relevant to the research problem.

This study conducted interviews with research informants, namely parties who understand and relate directly to research problems. The determination of the informants was determined by the researchers based on the authority they have and referred to the **Surabaya**

Mayor Regulation Number 48 of 2020 concerning the Granting of Grants to the Tangguh Wani Jogo Suroboyo Village Task Force in the Context of Handling the Impact of Corona Virus Disease 2019 (Covid-19) in the City of Surabaya.

According to Bogner, Littig, and Menz (2009), experts are subjects with technical, process, and interpretative knowledge about their areas of expertise. Such knowledge results from their actions, responsibilities, or obligations within an organization.

Table 3.1

Name of Interview (Interview Name) – Position (Position) – Type of Organization (Type of Organization)

Interview Name	Position	Type of Organization
Mr. Bejo	Head of 5 <sup>th</sup> Hamlet	Public Sector Organization
Mr. Sunoto	Head of 6 <sup>th</sup> Hamlet	Public Sector Organization
Mr. Agus	Head of 6 <sup>th</sup> Neighbourhood	Public Sector Organization
Mrs. Sulis	Head of 5 <sup>th</sup> Hamlet	Public Sector Organization
Mr. Dwi	Head of 2 <sup>nd</sup> Hamlet	Public Sector Organization
Mr. Rahmat	Vice Vhairman of 2 <sup>nd</sup> Hamlet	Public Sector Organization
Mr. Faturohim	Head of Covid19 Task Force	Public Sector Organization
Mr. Suwito	Head of 1 <sup>st</sup> Hamlet	Public Sector Organization

The data sources in this study consist of 1) Primary sources obtained from survey results from informants and direct and online interviews with informants; 2) Secondary sources obtained from supporting research documents, such as regulations, research documentation, and data from Tangguh Jogo Suboboyo Village..

## RESULT AND DISCUSSION

### Building a Co-production System for Tangguh Village

The Surabaya City Government is trying to survive the COVID-19 attack by establishing the Tangguh Jogo Suroboyo Village in 2020. First, the Surabaya city government established the challenging village program by gathering all the sub-district heads and heads of the Puskesmas. Later, the District provided the community with detailed socialization of the task force (Humas Pemkot Surabaya, 2020). Then, starting from socialization at the grassroots level, the heads of the Rukun Warga (RW), together with the head of the Rukun Tetangga (RT), initiated the formation of the Tangguh Village structure.

The head of the RW invites the chairs and the whole community to determine the management structure of the task force at the lower level. In a pandemic atmosphere, the deliberation forum for establishing the Tangguh Village Task Force was implemented in a limited forum, and the Health protocol was implemented. From this small forum, the head of the RW leads the deliberation and determines who the person will be to fill positions in each task force. By Surabaya Mayor Regulation No. 67 of 2020, the Tangguh Village Task Force consists of the Healthy Wani Task Force, the Wani Jogo Task Force, the Prosperous Wani Task Force, and the Wani Ngandani Task Force. Rukun Warga, as a leadership position at the grassroots level, selects personnel to fill the task force positions based on the history of people's activities in community activities. For example, when the head of the RW appointed the head of the RT in

his area to fill the posts of members of the Tangguh Village task force. In addition, citizens who have been active in community activities also occupy the position of members of the Task Force. Because it is a habit of the people at the lower level, every decision-making is based on the principle of deliberation and consensus.

As an RW, when I heard about the socialization of the formation of the Tangguh Village Task Force, I immediately invited the RT and the community to meet for a meeting or deliberation. Due to the pandemic atmosphere, I invite these people in a limited manner and apply the Health protocol. I appointed active people such as RT and residents from this meeting to join the Tangguh Village structure. (Kedungdoro, head of RW)

To see how the collective leadership system works, let us look at what each task force faces and experiences in the field. First, we look at the role played by the head of the RW, the head of the RT, who in some cases became the chairman or member of the Tangguh Village task force in the context of the Healthy Wani Task Force. The main task of the Healthy Wani Task Force is to supervise people under surveillance (ODP), active patients, and people without symptoms (OTG) of COVID-19 in their environment. In addition, the task force for healthy women collects data on people who have close contact with active patients.

From here, the heads of RW and RT coordinate all members of the Task Force to look for detailed information in the field regarding the condition of residents related to COVID-19, be it ODP or OTG, to people who are positively affected. In addition, the RW and RT head encouraged the Tangguh Village Task Force to coordinate with the Puskesmas in dealing with residents who were infected with COVID-19. For example, the task force will communicate with the puskesmas whether the positive citizen should be taken to isolation or self-isolate at home. Likewise, in the case of residents' deaths due to COVID-19, the Head of the Task Force, along with members of RW and RT, will coordinate with hospitals or health centers. This coordination is carried out to regulate the process of curing until the funeral of the corpse, which is usually carried out in the city of Surabaya in an integrated manner in the Keputih or Babat Jerawat area.

Yesterday, when the Covid-19 case was at its highest, we received reports from residents every day as well as from official SMS regarding info on people infected with Covid-19 to news of residents' deaths. Data sourced from residents and SMS from our service are processed to later become a reference for the Task Force in moving. For example, when there is data on people who died, we coordinate with the hospital and families how the process is to bury the bodies in Keputih. To avoid panicking with residents, we usually keep information secret from the wider community. Only family and close neighbors know if a resident has died. Our information system is run to avoid the panic of our citizens. (Ngagel, Head of RW and Task Force).

Second, the role of leadership is when the Women Prosperous Task Force plays a role in responding to COVID-19. The heads of the Task Force, RW, and RT are the people who coordinate the Tangguh Village Task Force team to provide logistics in the form of food, drinks, and the needs of residents who are self-isolating. Armed with a budget that comes from non-governmental organizations, the team will move to provide food and drinks regularly to residents who are self-isolating. In addition, the task force team also assisted in the form of necessities for people experiencing economic difficulties due to the pandemic.

When last year's Covid-19 cases rose, some residents were affected and self-isolated. So, to be safe, we from the women's welfare task force provide food and drink assistance to the isolated person. They request what kind of food, for example, now we from the brutal village task force will buy it. Our goal is that residents in isolation still feel comfortable at home and do not have the potential to spread disease. If they do not feel at home, they leave the house to look for food or drink so that they have the potential to transmit Covid. Apart from food, during the pandemic, we also do a lockdown or close our territory. As an RW with RT and several residents who became the task force, I invited active residents to protect the environment. We apply shifts per time to determine the person guarding the entrance. So only one door during this pandemic is our territory. (Mojo, Head of RW and Task Force).

Third, the Wani Ngandani Task Force plays a role in disseminating information to residents regarding all aspects of COVID-19. The head of the Task Force, RW, and RT will mobilize a formidable village task force to inform the public regarding health protocols to the dangers of the COVID-19 disease. Fourth, the role of the Task Force, RW, and RT in coordinating the Wani Jogo task force in protecting the environment during the COVID-19 pandemic. When there is an increase in Covid cases, the Wani Jogo task force will carry out a micro lockdown or regional closure. The role of leadership in this context is to encourage and coordinate the task force team and residents in realizing a regional security system by closing the area and reducing the intensity of citizen interaction. Usually, residents will record and restrict outsiders when entering their territory during the micro-lockdown. In this context, the collaboration process is carried out with security forces such as babinsa, bhabinkamtibmas, or the police.

Many people are ignorant and do not believe in Covid-19. Even though my friends and I have tried to socialize about the dangers of covid. We coordinate with the puskesmas and Neighborhoods to provide information on tips on how to apply health protocols and reduce crowding activities to socialize the dangers of covid-19. However, some are easy to tell, and some are hard. (Kedungdoro, RW Secretary and Task Force Members).

### **The Existence of Collective Leadership in the Co-Production of Tangguh Village**

The COVID-19 pandemic has created an utterly uncertain situation that modern humans have never experienced in the current era. This condition requires an attitude of spontaneity and rapid adaptation to conditions when dealing with the development of COVID-19. No exception was experienced by the Tangguh Village Task Force members when responding to COVID-19. The presence of RW, RT, and the Head of the Task Force as a collective leader must align with the needs and situations. The Tangguh Village Task Force needs actors who play a fast and dynamic role in gathering various existing resources.

To deal with the spread of COVID-19, the heads of RW, RT, and the Chair of the Task Force work hand in hand in making decisions to prevent COVID-19. For example, when a case develops rapidly, the heads of the RW, RT, and Task Force spontaneously coordinate to close the area and improve environmental security. Furthermore, all members of the task force, RW, and RT will try to coordinate with the puskesmas quickly to take action on positive confirmed

patients. This case exemplifies how collective leadership emerges spontaneously as a reaction to an unexpected situation due to a pandemic.

Covid-19 is spreading very fast. Conditions like this require me to coordinate with the RT as well as the chairman and members of the task force to act spontaneously according to the circumstances. For example, when someone is exposed to COVID-19, we immediately move to ensure conditions in the field, contact the puskesmas for action, and carry out contact tracing to residents who have communicated or met with the positive patient. We have ordered those who have been in contact to come home first in a few days. We are taking this step to prevent the spread of cases from getting worse. (Head of RW, Tegalsari).

To minimize the risk of COVID-19 and the emergence of the vaccine movement from the central government, the Head of the Citizens Association took the initiative to cooperate with the Health Service and Puskesmas to carry out vaccines in their area. The implementation of this vaccination shows how the head makes decisions about the RW based on situational conditions, and there is no extended plan. This decision-making model arose because of the Covid-19 environmental conditions that required a fast and appropriate response.

When covid-19 rose, and the government promoted vaccination, I took the initiative to contact the health office and puskesmas so that vaccinations were held in our area. Seeing the previous conditions in my area that were quite severely affected by COVID-19, vaccination is one way to prevent the impact of Covid from getting worse. Thank God vaccination can be realized here. (Mojo, Head of RW).

At other times, RW, RT, and Task Force have the initiative to spray disinfectants in their environment regularly and conduct socialization with residents. One of the challenges faced now is providing knowledge and convincing the public that COVID-19 is a dangerous disease and must be taken seriously. RW, RT, and the task force team strive to continue synergizing and working together to convince residents. The knowledge base that citizens have about COVID-19 is the basis for preventing the spread of COVID-19.

Usually, the RW, RT, and task force packs flock to carry out disinfection spraying activities in our environment. Not only spraying but usually also conducting socialization with residents about the dangers and how to respond to COVID-19. However, the problem is that many people need to believe it. Even residents who do not believe sometimes come from a relatively high educational background, such as a law degree. However, even though there are residents who are difficult to tell, we remain committed and continue to socialize the dangers of covid. (Head of Task Force, Kedungdoro).

### **The Role of Collective Leadership in the Co-Production Relationship of Tangguh Village**

The emergence of several actors, such as the head of the RW, RT, Chair, and members of the Tangguh Village Task Force as collective leadership in the co-production process, must be separated from the background of cooperation in social activities and tasks. Before the COVID-19 pandemic struck, these actors had understood each other and worked together, for example, in RW activities, coordinating routine events to religious events. Therefore, when the pandemic

strikes, all the actors involved need to re-knit relationships to respond to the COVID-19 pandemic. So far, the actor already has a high value of cooperation and volunteerism related to community activities.

Likewise, the relationship between the RW, RT and the Covid-19 Task Force is built when building relationships with bhabinsa or bhabinkamtibmas. These actors have substantial social capital in building security relations and environmental order. Each actor needs to coordinate when there is a Covid-19 case to realize the micro-lockdown or social restrictions during the COVID-19 pandemic.

Adapting the relationship between RW, RT, and the Head of the Task Force must be carried out when dealing with the Community Health Center (PUSKESMAS) to respond to COVID-19. Relations between residents were built because of the demands of the system from the Surabaya City Government, which required these actors to be related in collecting data on optimistic COVID-19 residents, residents in self-isolation to information related to deaths due to COVID-19 in their environment. One of the means of relation used is through a digital communication channel like WhatsApp to coordinate the various steps they take. This is in line with the idea of the Surabaya City Government, which expects multi-stakeholder support in dealing with the pandemic (Surabaya City Government, 2021).

Relationships have also been established between RW, RT and the Head of the Task Force, and the Puskesmas related to efforts to learn Covid-19 contact tracing techniques. For example, RW, RT, and the Head of the Task Force are trying to coordinate the members of the task force and the community to attend training facilitated by the Health Service and Health workers from the nearest Puskesmas to learn contact tracing techniques. The presence of formal training forums like this helps the realization of a relationship between actors in the co-production process.

### **Contribution of Collective Leadership in Building Cooperation between Actors in Co-Production Between Actors**

The city of Surabaya has issued a policy regarding the formation of challenging villages to respond to COVID-19. After the policies and socialization by the sub-district and village, the head of the RW had the initiative to form the Tangguh Village, Task Force. The value base under RW in initiating a formidable village task force at the lower level is the spirit of gotong royong and volunteerism. According to the KBBI, gotong royong is working together, such as an attitude of helping or helping each other between members or people in a community. Because of this, the first step taken by the RW head in selecting members and the task force team is people who have volunteer commitment and are active in social activities. This point is crucial because it makes it easier for the actors involved in Tangguh Village not to take long to adapt to the rapidly spreading COVID-19 condition.

Several actors who carry out collective leadership values, such as RW, RT, and the Head of the Task Force, acting as the frontline when the Covid-19 Task Force collaborates with other parties such as sub-districts, health centers, Babinsa, and Bhabinkamtibmas to sub-districts. One example is when the City Government, through the District facilitator, conducts training to respond to COVID-19; the three actors above convey it to the Covid-19 task force team at the RW level. Then, the implementation of training is carried out for members of the task force to



gain knowledge such as contact tracing, socialization of the dangers of covid-19, vaccines to residents, and other knowledge that functions to prevent the spread of covid-19.

## Discussion

This study seeks to see the contribution of collective leadership in the co-production process in the Tangguh Jogo Suroboyo Village program. Conceptually, several aspects can be seen from collective leadership in its contribution to responding to COVID-19. First, look at the collective leadership efforts in building a co-production system in Tangguh Village. Second, the form of the existence of collective leadership in its efforts to respond to COVID-19. The third is the role of collective leadership in building relationships between actors, and the fourth discusses the values and challenges collective leadership faces in building multi-actor collaboration in the Tangguh Village program.

The role of collective leadership in building a co-production system began with the Surabaya City government's instructions to build a formidable village task force. The District then carried out this socialization and submitted it to the Rukun Warga (RW). Then the RW took the initiative to form a Tangguh Village structure such as the Healthy Wani Task Force, the Wani Jogo Task Force, the Wani Prosperous Task Force, and the Wani Ngandani Task Force. Each task force has a function to respond to COVID-19, from collecting data on Covid patients to contact tracing to efforts to protect the environment. One of the roles leaders perform is building a system (Bussu & Galanti, 2018). One case of leadership efforts is to build health and social care systems in developed countries (Connolly et al., 2022).

Three actors play a significant role in collective leadership in implementing the Tangguh Village co-production: the head of the Community Association, the Neighborhood Association, and the head of the task force. Each actor is the front line in coordinating and making decisions when Kampung Tangguh responds to the COVID-19 pandemic. Leadership action in responding to the pandemic is a determinant of success in responding to COVID-19 (Petridou & Zahariadis, 2021; Wilson, 2020).

Furthermore, the role of collective leadership in building relationships with other actors is an essential point in co-production implementation. In the context of Tangguh Village, Jogo Suroboyo, interpersonal relationships within the Tangguh Village structure are easier because each actor has substantial social capital before collaborating. The housework is the relationship between the Tangguh task force actors and other actors such as health workers, security, and government structures. Points. Leadership encouragement in building relationships is one of the factors that can determine whether or not collaboration is easy to build between actors in co-production (Beattie & Priestley, 2020; Phillips et al., 2022).

The collective leadership aspect of the Tangguh Village program also plays a role in defining values and facing challenges in responding to COVID-19. The values built in the interactions between actors and trying to be glued together by collective leadership are the spirit of gotong royong and volunteerism. On the other hand, the challenge faced in efforts to prevent the spread of COVID-19 is the low level of public trust in the dangers of the Covid-19 disease. The presence of leaders is indeed needed to present collective movement steps to respond to COVID-19 (Gostin et al., 2020). However, on another aspect, the problem of public trust in the spread of disease to programs or steps taken by leaders in responding to the pandemic is still low (De Freitas et al., 2021; Everett et al., 2021).

## CONCLUSION

Several actors carry out elements of collective leadership in implementing the Tangguh Village co-production, namely the chairman of the RW, RT, and the elected head of the Task Force. These actors play a role in several things. The first is the contribution of the RW in initiating the formation of a substantial village structure at the grassroots level and the tasks that accompany it. After the structure was formed, several actors emerged to carry out collective leadership, such as RW, RT, and the Head of the Task Force. The existence of these actors can be seen in various roles, such as efforts to coordinate with collaborative partner institutions to gather task force members and the community in responding to COVID-19.

The relationship that is built between actors in building the co-production process is also easy because of the initiative role of the RW head in selecting the squad members of the task force. The background of relations between actors who have become social capital determines the ease of adaptation in implementing the Tangguh Village program. The process of relations between actors builds various values, such as the high value of volunteerism and the dominant principle of gotong royong. The role of collective leadership in maintaining solidarity between the Tangguh task force actors amid developing values has become a central point.

This study is limited to looking at the role of collective leadership in the co-production process of Kampung Tangguh Jogo Suroboyo. The purpose of this study is to provide a new perspective on the importance of the role of leadership in the co-production process in the case of preventing COVID-19 in developing countries, especially in the city of Surabaya, Indonesia. There are future research gaps in developing variables that dominate collective leadership in the co-production process in responding to COVID-19. Of course, the new methodological approach is a gap for future research.

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