

The Sustainable Tourism Development in Indonesia: Explaining the Role of Public-Private Partnership in Sinjai Regency

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Abstract- The purpose of this study is to analyze and explain the role of public-private partnerships based on the critical success factors on tourism development sustainability in local government. To examine the role of public-private partnerships, we used six critical success factors of public-private partnerships. In this paper, we have identified CSFs of the PPPs model which is relevant to the condition of Sinjai Regency characteristics in the implementation of the PPPs approach. The researcher classified into five CSFs Model that related to the public administration discipline, and analyzed the CSFs dimension effect's on the tourism development sustainability at the local government which consists of good governance, strategic planning, prevailing environment, stable macroeconomic condition, sound economic policy, and suitable financial market. The research approach is quantitative and the type of research is survey exploratory. The research population consists of 543 people which is involved in the Legislative, Tourism and Culture Office Personnel, Tourism Agency, and the private organizations involved actively supporting the tourism destination infrastructure development. The research sample used simple random sampling and the sample was selected 300 respondents thorough on statistic methods and procedure. Data collection through questionnaires and will be analyzed using structural equation modeling with AMOS software. The research findings will provide the policy formula for local government at Sinjai Regency in the decision-making process concerning tourism destination development sustainability

Keywords: *Public-Private Partnership; Critical Success Factors; Tourism Development Sustainability.*

1. Introduction

Tourism has presented itself as an essential tool in regional development, and to avoid environmental damage, stagnation, and also stimulating the potential local revenue (De Lacy, Battig, Moore, & Noakes, 2002; Franco & Estevão, 2010; Pinz, Roudyani, & Thaler, 2018). The development of tourism sustainability viewed as an emerging national and local funding resource and economic development which is affected by many factors such a Public-Private Partnerships (PPPs). PPPs have been playing a key role to bring together government agencies and the private sector with representatives of the tourism value chain under the same goals of promoting social-economies, whether in the state or local government level (World Tourism Organization, 2015). PPPs will perceive as a core of study in public administration today because PPPs have become popular tools to deliver infrastructure and public services around the world (Wang, Xiong, Wu, & Zhu, 2018; Warsen, Klijn, Grotenbreg, & Koppenjan, 2018). Undoubtedly, PPPs has become the predominant policy in getting the sustainability development, however, to be a government policy, the success in PPPs implementation is ensured affected by many

critical success factors (CSFs). This paper tries to propose a new paradigm of the PPPs model, through the CSFs model towards the tourism development sustainability in local government.

In Sinjai Regency, the local government has focused on the tourism development infrastructure by making the road map of tourism development. The local government has budgeted the tourism development based on the regional government work plan at least 8 million rupiahs in developing the tourism destination infrastructure in 2017-2018. The Sinjai Regency Government has involved the private sector and informal tourism agencies to work together in building the tourism destination infrastructure development.

Empirically, there are many findings give the understanding of the contextual issues that emerged the relative importance of CSFs of PPP (Ahmadabadi & Heravi, 2019; Al-Saadi & Abdou, 2016; Babatunde, Opawole, & Akinsiku, 2012; Banihashemi, Hosseini, Golizadeh, & Sankaran, 2017; Debela, 2019; Fleta-Asín, Muñoz, & Rosell-Martínez, 2019; Hsueh & Chang, 2017; Ismail, 2013; Kavishe & Chileshe, 2019; Muhammad & Johar, 2019; Osei-Kyei & Chan, 2016; United Nations Development Program, 2017). Although, PPPs have become the predominant policy in supporting the success of government programs, however, there was no guarantee that the Sinjai Government partnership with the private sectors will work together for a long time in developing the Sinjai Tourism Destination Development. Likewise, this paper will examine the critical success factor (CSFs) in implementing the PPPs approach in achieving tourism development sustainability successes. The findings will give the local government recommendation on how to keep the PPPs policy to maintain tourism development sustainability.

2. Literature Review

Sustainable Tourism Development

Tourism sectors have been recognized as the source of revenue of local government in Indonesia. Many local governments are increasingly interested to develop the tourism destination to attract tourists, whether domestic or international, such in Bali, Makassar, Manado, Toraja, and also in Sinjai Regency. The Local government has pursued to develop tourism programs because it increases the significance of the number of tourism objects, labors, tourists, income, and the Gross Regional Domestic Product (GRDP) of the tourism (Fafurida & Ni'mah, 2017). Therefore, in building the tourism destination, there is a key importance of involving diverse stakeholders in tourism planning and management is increasingly recognized. In this context, collaboration and partnerships are essential ways of achieving government tourism development programs (Bramwell & Lane, 2000). Sustainable tourism development is important because communities need to support themselves based on funding resources and become a driving force of economic development (Richards & Hall, 2000). In achieving sustainable tourism development, the need to involve local communities and other stakeholders in the process of sustainable tourism management and development viewed emerged (Bramwell et al., 1996). The sustainability of a PPP provides some dimensions in building the government resources such as social sustainability, financial sustainability, performance, and partnership sustainability, which depend on the long-term willingness of all stakeholders and the project's viability (Shi, Chong, Liu, & Ye, 2016).

Based on the literature review, we defined sustainable tourism development means the long term operation of tourism development that contributes that the need to involve the government support and private sector's contribution to developing the tourism destination has worthiness to the people and communities and also economic benefits.

Public-Private Partnership

In the literature of Public-Private Partnerships (PPPs) refers to an approach that shaped the partnerships between public sector organizations and private sector in the purpose of designing, planning, financing, constructing, providing and/or operating infrastructure, facilities and public services (Ismail, 2013; Kim, Kim, & Lee, 2005). Public-private partnerships (PPPs) have been established as a common alternative for governments to deliver major infrastructure development. The government applied the

PPPs refers to respond to the emergency need of public service infrastructure, decrease public organization budgeting, leverage public funds, and uses private sector skills in public sector management, innovation, risk-sharing in project development (Roumboutsos & Macário, 2013).

The emergence of tourism development in national or regional governments, PPPs have viewed as a useful approach in achieving tourism development (Hans, 2017). There is an interdependency between the government and the private sector in the development of economic and infrastructure development (Babatunde et al., 2012; Bakan & Bosnic, 2012; Besley & Ghatak, 2017; Ham & Koppenjan, 2001; Hsueh & Chang, 2017). Implementing the PPPs can help the government development programs for development and public service (Banihashemi et al., 2017; Pinz et al., 2018). PPPs will be useful for the complete transfer of all services when partnerships have not considered the process benefits and risks of PPPs. According to Kim et al. (2005) stated that there are some benefits by the government in preparing the goods and public services through PPPs such as cost reduction, risk share, improve service levels, earnings improvement, be more efficient in policy implementation, other economic benefits, lessen government control, greater spending in service-providing cost, reduce political risk, enhance responsibility issues, lack of competition to leads innovation, efficiency and lower costs and balance in the development process of service provision.

Critical Success Factors of PPPs in Tourism Development Sustainability

The model of CSFs in PPPs has been increasingly applied as a public management measure, especially in many tourism sectors. The literature review showed that CSFs have been discussed a few decades, and numerous authors have characterized the CSFs for the PPPs model in explaining their impact on tourism development sustainability. Unfortunately, there was scarce research that studied the PPPs' effect on the tourism development sustainability in local government. Based on the literature review, we identified nine critical success factors in PPPs that have a significant effect on tourism development sustainability. In the following literature review of CSFs, we will discuss and proposed a hypothesis to predict PPPs' based on the Critical Success Factors influence on the Tourism Development Sustainability.

Good Governance

Good governance is one of the critical success factors in implementing PPPs in government programs (Khalid, Alam, & Said, 2016). PPPs constitute new 'relationship types' between the Public Administration (PA), private parties, and stakeholders involved in an infrastructure service delivery (World Bank, 2014; World Tourism Organization, 2015). Using 179 responses through quantitative analysis, there are five CSFs in PPPs project in Malaysia including good governance, a commitment of the public and private sectors, favorable legal framework, sound economic policy, and the availability of finance market (Ismail, 2013; Levitt & Eriksson, 2016). Babatunde et al has classified 17 SCFs and they found that three CSFs have been available to predict PPPs (Babatunde et al., 2012). Good governance is a form of governance that embodies eight ideal characteristic accountability, a consensus orientation, effectiveness and efficiency, equity and inclusiveness, participation, responsiveness, rule of law, and transparency (UNESCAP, 2007; Anggraeny, 2020; Junaedi, 2020). Other scholars have identified five CSFs for PPPs such a judicial government control in which good governance as the one indicator of it (B Li, 2003). Based on the literature review, we proposed the hypothesis as follows:

Hypothesis 1a: Good governance will affect Public-Private Partnerships.

Strategic Planning

Strategic planning is the process of defining an organization's plan for achieving its mission (Gates, 2010). It means that strategic planning is not only an important foundation for executing work; it also sets the stage for enterprise architecture, process improvement, risk management, portfolio management, and any other enterprise-wide initiatives. In the CSFs of PPPs, strategic planning plays an important role to build the success of PPPs (Muhammad & Johar, 2019). The strategic planning is used when governments provide structuring and negotiating capacities and project management (Asian

Development Bank, 2012). In the implementation of PPPs, strategic planning has some indicators to be developed such as mission, vision, goals, objectives, guiding principles, enablers, barriers, strategy, strategic plan, initiatives, actions, and performance measurement. Based on the literature review, we proposed the hypothesis as follows:

Hypothesis 1b: Strategic planning will affect Public-Private Partnerships.

Public-Private Synergy Environment

The local government has a different background of actors that involve in the decision-making process. To build the PPPs successful, we argued that there is a harmonious relationship between public organizations and private agencies. The government is not a single organization doing the project, preparing public goods, and public service. The government needs other resources to fulfill its role. In the CSFs of PPPs, the prevailing environment of government has supported the success of PPPs. There are five aspects of the prevailing environment in CSFs of PPPs including public awareness and support, government support, fiscal supports, and investment policy, environmental impact, and political support (Agarwal, 2017). CSFs of PPPs in the policy implementation and evaluation have been studied and found that there were some factors fully contributed to the PPPs policy, such as transparent and competitive tendering, stable macro-economic context, and a strong government commitment, and regulatory frameworks (Osei-Kyei & Chan, 2016). According to those empirical studies above that prevailing government environment, we proposed the following hypothesis.

Hypothesis 1c: Public-private synergy environment will affect the Public-Private Partnerships.

Shared responsibility between public and private sectors

The CSFs have studied in managing public goods, such as transportation projects, water supply projects, and tourism destination infrastructure. Numerous authors have made a comparison studied between countries of the CSFs of PPPs which found that shared responsibility between public and private sectors has given the benefits in successful PPPs implementation (Levitt & Eriksson, 2016; Li, Akintoye, Edwards, & Hardcastle, 2004). Li et al. (2005) has measured the CSFs of PPPs and found there were five factors highly affected on PPPs such as shared authority, commitment, responsibility, project technical feasibility, and realistic assessment of the cost and benefits. This study also has relevance to other researches that CSFs has an effect of the success of PPPs by using factor analysis technique to identify CSFs were classified into five components, such as stable macroeconomic environment, shared responsibility between public and private sectors, transparent and efficient procurement process, stable political and social environment and judicious government control (Chan et al., 2010). Based on the literature review, we then propose the following hypothesis.

Hypothesis 1d: Shared responsibility between public and private sectors will affect the Public-Private Partnerships.

Managing Public-Private Relationship

Building good relationships in the heterogeneous actor's background is not easy to be done. It is because each actor has different needs, intentions, resources, and perceptions. However, in the PPPs approach needed that all actors should be involved proactively and they must have the same vision and mission in achieving the goals. Some scholars perceived that public-private relationships should be implemented as a quality management framework. The term CSFs has been used first in information management and then it has been applied widely in the various locus of study (Rockart, 1979; Rockart, Ball, & Bullen, 1982). The previous researchers have argued that the public sector-related factors can be supported in the implementation of PPPs (Chan et al., 2010; Liu, Love, Smith, Regan, & Davis, 2015; Osei-Kyei, Chan, Javed, & Ameyaw, 2017; Warsen et al., 2018). The managerial literature on PPPs can be classified into four CSFs of PPPs such as risk management factor (Akintoye, Beck, & Hardcastle, 2003; Ham & Koppenjan, 2001; Hwang, Zhao, & Gay, 2013; B Li, 2003), relationship management (Mazouz, Facal, & Viola, 2008; Zou, Kumaraswamy, Chung, & Wong, 2014), organization management (Wibowo

& Alfen, 2014; Yun, Jung, Han, & Park, 2015; Yun et al., 2015), and government policy (Al-Shareem, Yusof, & Kamal, 2015; Fleta-Asín et al., 2019). By considering the managing public-private relationship on PPPs, it can be developed the following hypothesis.

Hypothesis 1e: Managing Public-Private Relationships will affect Public-Private Partnerships.

Project implementation

The complexity of doing the PPPs occurred when the decision-proses have been made and followed by the implementation of the programs. Numerous studies stated that PPPs project implementation can achieve better outcomes since the government should ensure the economic condition and contractual agreement (Klijn & Koppenjan, 2016; Bing Li et al., 2004; Wang et al., 2018; Warsen et al., 2018). The study in CSFs of PPPs has conducted by some scholars to measure the CSFs on PPPs in project implementation, for example, the comparison study concerning the CSFs of PPP in delivering housing project between Nigeria and Malaysia revealed that there were some top CSFs of PPPs such as equitable risk allocation, stable political system, and reputable developer. Meanwhile, the most critical success factors in the case of Nigeria included action against the errant developer, consistent monitoring, and house buyer's demand viewed as the most critical factors that influenced the success of the PPP housing project in Malaysia (Muhammad & Johar, 2019). Hsueh & Chang (2017) have studied the project implementation in infrastructures in Taiwan. There were four principal groups perceived by the respondents which have the top CSFs on PPPs project implementation, namely; supportive legal frameworks, a favorable investment environment, selection of appropriate PPP projects, and public support. Other scholars have examined the critical factors in PPPs in Nederland through detailed analysis to measure whether the contract allows sanctions to be implemented, complexity, flexibility, and renegotiation. In their findings revealed that the only factor considered to have any significant impact on the perceived performance of PPPs that was the possibility of imposing sanctions (Klijn & Koppenjan, 2016). Based on those findings, we identified in project implementation, there are five critical success factors including supportive legal frameworks, favorable investment environment, complexity, flexibility, renegotiation, allows sanctions. Furthermore, to predict each critical success factor of PPPs on sustainable tourism development, we then proposed the hypothesis as follows:

Hypothesis 1f: Project implementation will affect Public-Private Partnerships.

According to the whole theoretical and empirical review of literature, this paper ensures that there was an effect of PPPs on the Tourism Development Sustainability. In implementing the PPPs in tourism destination development, it can promote tourism competitiveness and sustainability (United Nations Development Programs, 2017). Because PPPs can help the government to identify tourism as a possible means to achieve economic development and given employment opportunities. It was the reason why the PPPs become interested to be studied in public administration, and also it has drawn considerable attention from academic circles which at least four domains have been discussed including PPP concept, risk-sharing among PPP participants, the drivers of PPP adoption, and PPP performance (Wang et al., 2018). Therefore, the hypothesis of the research proposed as shown below:

Hypothesis 1g: Public-Private Partnership will affect the Tourism Service Development in Sinjai Regency.

Based on the scholar's argumentations and empirical results, we will describe the CSFs on PPPs into six groups, as shown in the following table.

Table 1. Critical Success Factors of PPPs Categorization

CSFs Categorization	Code	Factors
Good Governance	GG	GG1;GG2;GG3;GG4;GG5;GG6;GG7
Strategic Planning	SP	SP1;SP2;SP3;SP4;SP5.
Public-Private Synergy	PP	PP1;PP2;PP3;PP4;PP5

Environment		
Shared Responsibility Between Public and Private Sectors	SR	SR1; SR2; SR3; SR4; SR5
Managing Public-Private Relationship	MP	MP1; MP2; MP3; MP4,MP5.
Project Implementation	PI	PI1;PI2;PI3;PI4;PI5;PI6

Source: Authors, 2019.

Based on the theoretical review, in this paper, we used the six CSFs of PPPs followed by the seminal work of some scholars (1) good governance (Babatunde et al., 2012; Ismail, 2013; Khalid et al., 2016; Levitt & Eriksson, 2016); (2) strategic planning (Asian Development Bank, 2012; Gates, 2010; Muhammad & Johar, 2019); (3) public-private synergy environment (Agarwal, 2017; Osei-Kyei & Chan, 2016; Osei-Kyei et al., 2017); (4) shared responsibility between public and private sectors (Chan et al., 2010; Levitt & Eriksson, 2016; B Li, 2003; Bing Li et al., 2004); (5) managing public-private relationship (Akintoye et al., 2003; Al-shareem et al., 2015, 2015; Fleta-Asín et al., 2019; Ham & Koppenjan, 2001; Liu et al., 2015; Osei-Kyei et al., 2017; Wibowo & Alfen, 2014; Yun et al., 2015; Zou et al., 2014); and (6) Project implementation (Hsueh & Chang, 2017; Klijn & Koppenjan, 2016; Bing Li, Akintoye, Edwards, & Hardcastle, 2005; Muhammad & Johar, 2019; Wang et al., 2018; Warsen et al., 2018).

In line with, the literature review above, and all of the hypotheses proposed, the conceptual model shown in Figure 1.

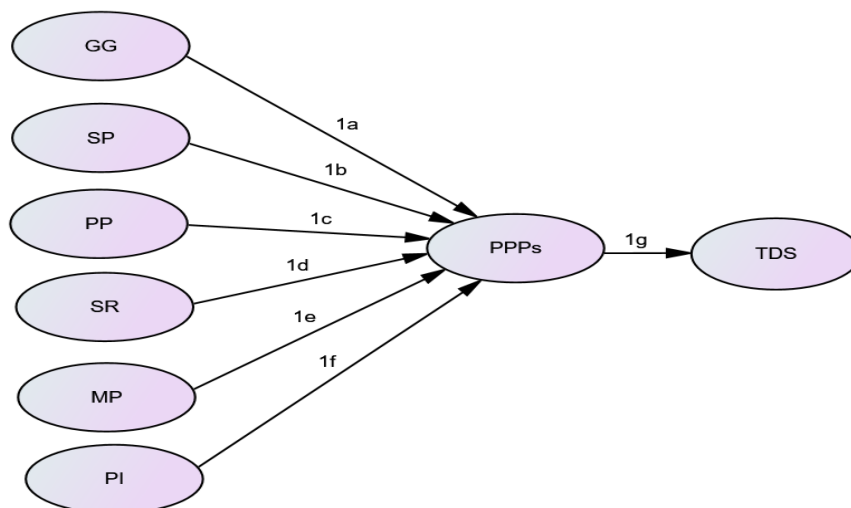


Figure 1. Conceptual Model of Research

3. Methodology

This paper used the quantitative approach methodology to test six hypotheses. Questionnaires have been distributed from to 201 respondents which wasted for 4 months from May-August 2019. The respondents have selected by using stratified random sampling included Legislative of Sinjai Regency, The Tourism and Culture Agency, Association of Travel and Tourism Agency, Local Community, SMEs of Tourism (Restaurant and Café), and Engineering Designer Community (EDC). The total population in this research has been reached by about 543 people. The research sample selected by using the procedure in statistical research by considering the representation of research sampling such a population demography. In determining the research sample by using 58 percent of the population, so that the sample research 315 people. Based on the SEM Analysis when the researchers need the representative samples (Hair & Sarstedt, 2014). Based on the determination of the research sample, we calculated the total of respondents showed as follows.

Table 1. Demography Research Sample

Figure	Characteristics	Numbers				Total (40% sample size)
		Male	40%	Female	40%	
1	The Tourism and Culture Agency	15	6	9	4	10
2	Legislative of Sinjai Regency	23	9	7	3	12
3	Association of Travel and Tourism Agency	42	17	28	11	28
4	Ecotourism Groups	100	40	25	10	50
5	Local Community	75	30	125	50	80
6	Restaurant and Café	56	22	14	6	28
7	Engineering Designer Community	15	6	9	4	10
	Total	326	123	217	87	217

Source: Authors modification, 2019

In collecting research data uses a questionnaire in the closed question by using a 6-point Likert scale which ranged from strongly disagree to strongly agree. The data collection was analyzed through inferential statistical techniques to test the research hypotheses by applying Structural Equation Modelling (SEM) with AMOS software (Hair, Black, Babin, & Anderson, 2009). Before testing the hypotheses, we have tested the validity and reliability of the questionnaires by using Cronbach alpha and used the acceptable criteria of reliability value of each variable should above 0.6 (Hair & Sarstedt, 2014). The questionnaires must be also tested the validity test by measured the convergent and discriminant validity of the instrument. This step can be proved by looking at the factor loading of each indicator that should be achieved 0.5 or higher should exceed 0.5 (Hair et al., 2009).

4. Result and Discussion

In this article, before running SEM analysis to measuring the hypotheses, from the field data, there is a total of 310 questionnaires were distributed to sample research, however, 300 were returned, which represented 95.2 percent of the original sample. Meanwhile, there were 15 questionnaires discharged, because the response of respondents has put the same answers and some are broken down. The SEM analysis draws in the following figure.

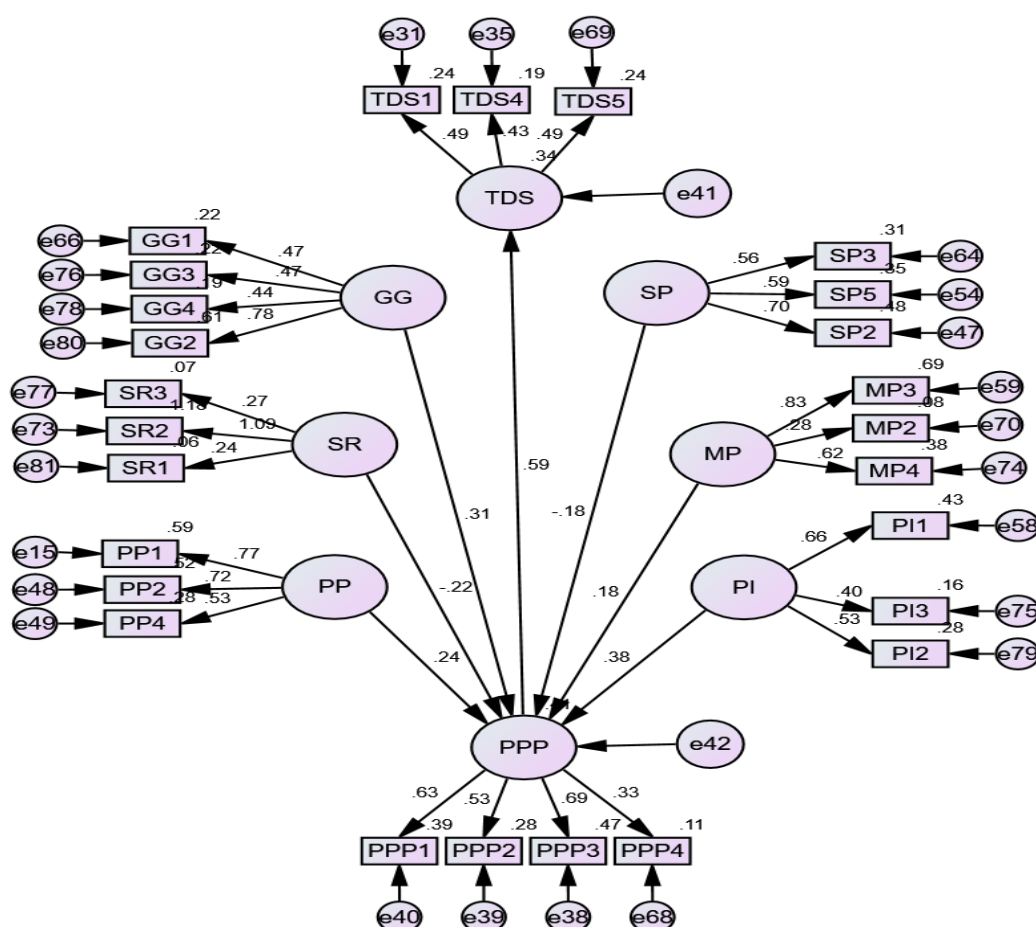


Figure 2. Structural Modelling and Hypotheses Measurements

The data collected were analyzed using SPSS and structural equation modeling (SEM) with AMOS software windows version 24. The data were analyzed to find the multivariate normality, multicollinearity, positive definite, and homoscedasticity. According to the analysis showed that there was no violation of assumptions for each instrument as shown in the following table.

Table 2.Results Analysis AVE and CR

	GG	SP	PP	SR	MP	PI	TDS	PPP
AVE	0.500	0.580	0.632	0.500	0.549	0.517	0.500	0.562
CR	0.775	0.808	0.837	0.744	0.779	0.762	0.734	0.769

Source: Primary Data Analysis, 2019.

Table 2 showed EFA measurement requirements suggested thresholds, and each item of instruments does not have any violation of assumptions so that it can be assumed there was no violation of nomological validity. The reliability of each construct was also above 0.787 so that the results showed all of the instruments have good internal reliability. Furthermore, The results of CFA result are shown in the following table:

Table 3.The goodness of Fit Statistics for Hypotheses Testing and Structural Model

	Absolute Fit Measures				Incremental Fit Measures		Parsimony fit measure
	X^2	CMIN/DF	GFI	RMSEA	NFI	CFI	AGFI
Criteria	> 0.05	<5	≥ 0.90	<0.05	≥ 0.90	≥ 0.95	≥ 0.90
Obtain	0.13	0.110	0.985	0.035	0.995	0.981	0.922

Source: Primary Data Analysis, 2019.

According to the data analysis indicated the fit indices for the hypothesis test by using structural equation modeling provided the good of fit data measurements. An examination of the structural model based on the significance test for the estimated coefficient or path analysis, that used to justify the basis for accepting or rejecting the proposed hypotheses. According to the end of results showed that the PPPs has all statistically significant. The results of SEM analysis are shown in the following table:

Table 4.Regression Estimates of Each Latent Variable

	Estimate	S.E.	C.R.	P	Label
PPPs<----- PP	0.162	0.052	3.102	0.002	<i>Accepted</i>
PPPs<----- PI	0.318	0.089	3.586	***	<i>Accepted</i>
PPPs<----- MP	0.148	0.065	2.269	0.023	<i>Accepted</i>
PPPs <----- SP	-0.150	0.067	-2.233	0.026	<i>Accepted</i>
PPPs<----- GG	0.430	0.122	3.517	***	<i>Accepted</i>
PPPs<-----SR	-0.555	0.184	-3.017	0.003	<i>Accepted</i>

TDS<----- PPPs	0.572	0.130	4.382	***	<i>Accepted</i>
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Source: Primary data analysis, 2019

*: Significance level <0.001 two-tailed test

Based on Table 4 showed that six critical factors have a significant effect on the PPPs. Surprisingly, the research result found that the PPPs has a positive and significant effect on the sustainable tourism development in Sinjai Regency with the coefficient regression by SEM analysis ($\beta = 0.572$, $\rho = 0.000$) significance level in $\alpha = 0.05$ and 0.01 in the two-tailed test. This result confirmed that the hypothesis PPPs will affect the Sustainable Tourism Development (STD) is accepted. This research has relevance to the previous research conducted by (B. Bramwell et al., 1996; De Lacy et al., 2002; Pascariu & Gabriela, 2006).

The structural model results also public-private synergy environment has a positive and significant effect on PPPs. This research has revealed that the hypothesis proposed that the public-private synergy environment has accepted ($\beta = 0.162$, $\rho = 0.002$). It means that the public-private synergy environments may be accepted as the critical factor of PPPs. The research finding has similarity with the previous study revealed that public-private environment with the coordination, communication, synergy, and teamwork, viewed as the main aspects of PPPs (Agarwal, 2017; Osei-Kyei & Chan, 2016).

Furthermore, project implementation has a positive effect on the PPPs with the estimated regression based on structural analysis on the level significance effect ($\beta = 0.318$, $\rho = 0.002$). The results confirmed that project implementation perceived as the one critical success factor in PPPs whether in the $\alpha = 0.01$ or 0.05 . This research has also been supported by some scholar study such as (Hsueh & Chang, 2017; Muhammad & Johar, 2019; Warsen et al., 2018) found that policy implementation in PPPs can be verified as the critical success factors in PPPs concerning the Tourism Development Sustainability. The research also found that the managing public-private relationship has to be the critical success factors of PPPs. It has been proved by the structural analysis of managing the public-private relationship regression coefficient on the PPPs ($\beta = 0.148$, $\rho = 0.023$). The hypothesis proposed that managing public-private relationships has accepted at the significance level $\alpha = 0.05$. This finding was supported by some scholars' empirical research that stated that the ability in managing the relationship and commitment between public-private collaboration as the critical success factors in PPPs (Akbari Ahmadabadi & Heravi, 2019; Hurk & Verhoest, 2016; Singh & Prakash, 2010).

This research also found that the hypothesis proposed that the strategic planning affects the PPPs based on the structural analysis with the path coefficient regression ($\beta = -0.150$, $\rho = 0.026$) in the significance level $\alpha = 0.05$. Although, the effect was negative, statistically with the two-tailed tests the hypothesis is accepted. It means that when strategic planning as a critical factor can reduce PPPs. This research is verified that strategic planning in the Sustainable Tourism Development should be increased by the head of the Sinjai Regency Government. Some studies had shown that the strategic plan should be engaged since the PPPs policy was implemented. Strategic planning involves the vision, mission, and objectives of the programs that should be achieved (Hwang et al., 2013; Osei-Kyei et al., 2017).

Furthermore, good governance has a positive and significant effect on the PPPs based on the structural analysis at the level of significance $\alpha = 0.01$ and 0.05 in the two-tailed test. The research revealed that the hypothesis suggested was supported. This research has relevance to the empirical research that conducting by other researchers such as (Babatunde et al., 2012; Ismail, 2013; Levitt & Eriksson, 2016) stated that good governance is the most important critical success factors in PPPs.

Finally, the results of the research confirmed that the hypothesis proposed that the shared responsibility between public and private sectors will affect the PPPs was accepted ($\beta = -0.555$, $\rho = 0.003$) in the level of significance $\alpha = 0.05$. This research showed that shared responsibility hurt the PPPs, however, this aspect should be developed in the way of to enhance PPPs' effect on the Sustainable Tourism Development Sustainability (TDS).

Based on the research confirmed that PPPs, based on the literature review has benefit to make the programs to be more innovated and efficient (Robinson, Carillo, Anumba, & Patel, 2010), and also PPPs can support the government to provide the citizen participation and innovation management (Grisseemann, Pikkemaat, & Weger, 2013). PPPs have provided the best way to achieve the success of building infrastructure. PPPs can be said as the best source of the government and the private sector work collaboratively in long-term partnering to deliver public service in the development of new physical assets (Besley & Ghatak, 2017; Caselli, Corbetta, & Vecchi, 2015; Kim et al., 2005). Some scholars have called that PPPs as an approach that increases the competition and efficiency in service provision, expand coverage, and reduces delivery costs (Osborne, 2010; Rondinelli, 2003).

5. Conclusion

Based on those discussions previously, we summarize that there were six critical success factors of PPPs that have effected significantly on PPPs. All of the hypotheses proposed to predict conclude that PPPS is accepted, whether in the significance level of 0.01 and 0.05. The most critical success factors of PPPs including public-private synergy environment, project implementation, managing the public-private relationships, strategic planning, good governance, and shared responsibility between public and private sectors. Besides that, the Public-Private Partnership has a positive and significant effect on Sustainable Tourism Development(STDs).

Based on the surprising result, we recommended that using the KPS approach is the emergence policy of the local government to improve tourism development sustainability. The limitation of the research is acknowledged that we did not analyze and measured the effect of six critical success factors of PPPs directly on the Tourism Development Sustainability. In future studies, it will become more challenging to measure their effect on future research.

Acknowledgment:

The researchers appreciated and say thank you for the support and permission of The Regent of Sinjai Regency and the Tourism Service Office Personnel who have involved together in accompanying the researchers when conducting the research.

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